

There at the Beginning

How the Boston Foundation Took a Chance
on More Than 100 Great Ideas That Worked



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100 Great Ideas That Worked

PREFACE

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Preface

When I first came to the Boston Foundation as President in 2001, I knew from my own experiences leading the national nonprofit organization Local Initiatives Support Corporation (LISC) that the Foundation had done great, bold things in housing and community development. I wondered if there were other areas where the Foundation had funded the same kind of innovation.

Research quickly revealed an astonishing number of examples of the Boston Foundation's willingness to fund new ideas. In fact, the deeper I dug into our past, it became clear that the Foundation had made a practice of seeding new ideas since the early 1950s.

What's distinctive about the Foundation's experience—what made this possible from its earliest days—is that a man named James Longley gave the Foundation significant, flexible capital less than two years after its founding.

Unlike community foundations in other parts of the country, the Boston Foundation had to develop the capacity to make decisions about what to fund right away. Its early leaders were responsive to the crucial needs of the time, but their receptivity to people with new ideas emerged quickly. From the beginning, it was in the Foundation's DNA.

By being open to fresh ideas and approaches to solving problems, the Boston Foundation has aligned itself with the very best attributes of Boston, which is home to innovation in so many areas, from business to medicine to education and the social sector.

The stories in this book show that the Foundation has brought two qualities to its best work—not only a hunger for new ideas, but a willingness to take on the tough challenges facing this city. We have explored this “There at the Beginning” phenomenon in various publications over the years. Now—on the occasion of the Foundation's 100th Anniversary—we are telling the whole story.

It shows that the flexible capital the Foundation has been blessed with over the years, not only from James Longley but from hundreds of others, has given it the capacity to provide what I sometimes call “seed capital for dreams.” With the support of even more visionary donors in the future, I have no doubt this practice will continue and will yield an ongoing pipeline of social innovation for the next 100 years.

Paul S. Grogan

President & CEO, The Boston Foundation

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Introduction



This book is about great ideas. Some started as scribbles on a scrap of paper. Others sprang from the passion of people who saw enormous need and wanted to meet it. And more than one was birthed in the grief of unspeakable loss. But seeds don't yield fruit unless they're planted and given the chance to grow, and neither do great ideas. That's why the Boston Foundation has been there at the beginning with crucial early support for the more than 100 nonprofits, collaborations and coalitions chronicled in these pages. Throughout its history, the Foundation's door has been open to activists, advocates and social entrepreneurs who believe that all people deserve a decent home to live in and a paycheck big enough to pay for it; that everyone should have access to medical care when they fall ill; that all children should attend quality schools; and that every neighborhood should be safe and free of violence.



In these pages readers will learn time and again about people who came to the Boston Foundation to ask, "What do you think?" or "Is anyone else doing this work?" and came out with good advice, introductions and financial support. They will be introduced to visionary founders who realized their dreams against all odds, to ordinary people who said "enough" and began to mobilize, and to businesses, organizations and other foundations that eagerly pooled their resources on behalf of the greater good.



Finally, the reader will see how the Boston Foundation has always passionately believed that a community foundation's highest calling is to build community. As the Foundation celebrates 100 years of impact, this book is both a tribute to that passion and an inspiration for the future.



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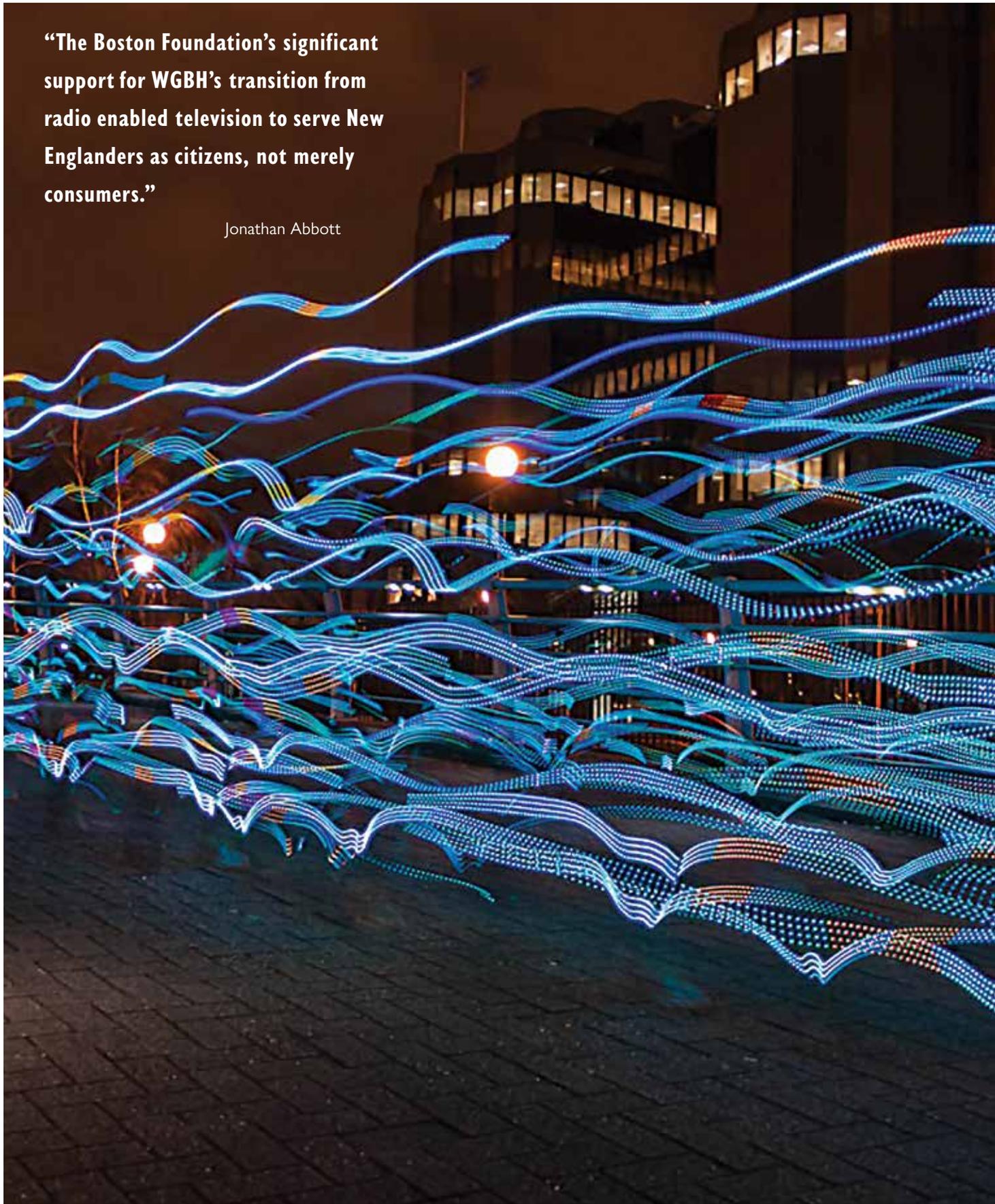


Arts & Culture



“The Boston Foundation’s significant support for WGBH’s transition from radio enabled television to serve New Englanders as citizens, not merely consumers.”

Jonathan Abbott



Iconic Cultural Institutions



Julia Child's series
The French Chef,
produced by WGBH-
TV, first aired in 1963.

WGBH-TV

As early as 1951, the Boston Foundation was providing early funding to support an “FM radio station on Great Blue Hill in Milton,” a cooperative undertaking of six Greater Boston colleges, the Boston Symphony Orchestra and the Lowell Institute. Then, in 1954, the Foundation made a grant of \$10,000—a very large sum in those days—to “expand Boston’s educational horizons” through support of a public television station. On May 2, 1955, WGBH-TV signed onto the airwaves. The Foundation

made annual grants in the same amount for a number of years and in 1989, it established a designated fund that has since contributed more than \$1 million to the station’s educational programming.

“Author E.B. White famously challenged the new medium of noncommercial television to ‘address itself to the ideal of excellence, not the idea of acceptability,’” notes WGBH President and CEO Jonathan Abbott. “The Boston Foundation’s significant support for WGBH’s transition from radio enabled television to serve New Englanders as citizens, not merely consumers.”

Thanks in part to fortuitous early programming that included Eleanor Roosevelt’s *Prospects of Mankind* series and *The French Chef* with Julia Child, the station has grown into the Public Broadcasting Service’s leading producer of content for television, the Web and mobile devices. It is also a pioneer in educational multimedia for teachers, students and families.

WGBH’s many milestones include helping to avert riots in Boston on April 5, 1968, the night after Martin Luther King Jr. was assassinated, by keeping Bostonians indoors watching the James Brown concert at the Boston Garden as it played over and over again.

WGBH went on to create *Evening at Pops*, *Masterpiece*, *NOVA*, *Frontline*, *This Old House*, *Antiques Roadshow* and children’s programming such as *Zoom*, *Arthur* and *Curious George*.



(Left) The speed of
light on NOVA.

The Aquarium, which opened in 1969, today is one of the gems of a newly revitalized waterfront.

New England Aquarium

When David B. Stone, the late principal founder of the New England Aquarium, first began dreaming of a world-class facility on the edge of Boston Harbor in the late 1950s, the waterfront was a jumble of parking lots and warehouses. “Few people in the city would support a major new public amenity in that part of town,” Stone later recalled. “When we broke ground in 1965, fundraising was still limping along. The Boston Foundation’s \$100,000 grant that year was huge, both in terms of our cash flow and in the endorsement it provided for the whole enterprise.”

The Aquarium, which opened in 1969, today is one of the gems of a newly revitalized waterfront, which boasts sparkling new hotels, a federal courthouse and the Institute of Contemporary Art. With a completely refurbished giant ocean tank and a vast new marine mammal center, the Aquarium attracts more than one million visitors a year, including 75,000 to 100,000 children in grades K-12. The Foundation continues to support the Aquarium through a designated fund that has provided millions for its educational programs.

Boston Center for the Arts

In the late 1960s, at the urging of neighborhood activists, the Boston Redevelopment Authority acquired a crumbling collection of buildings that sprawled over an entire city block in the historic South End. In 1970, the Boston Foundation made a \$35,000 grant for feasibility studies “to develop a Boston Center for the Arts in a varied collection of old buildings on Tremont Street in the South End.”

Today, the restored and revitalized complex draws 200,000 visitors each year to its theaters, music school, restaurants, artist studios and galleries. Home of the Boston Ballet, it is anchored by the 23,000-square-foot Cyclorama, a massive, circular brick-lined space built in 1884 to display a cycloramic painting of the Battle of Gettysburg. In recent years, the Foundation has provided the BCA with major grants for strategic planning.



(Above and top)
The New England
Aquarium has enhanced
and renovated many of
its exhibits in recent
years. (Right) The
Boston Center for
the Arts has received
more than \$750,000 in
additional funding since
the original grant.



Performing Arts

American Repertory Theater

The A.R.T. at Harvard University is a leading force in the American theater, producing groundbreaking work in Cambridge and beyond. Founded in 1980 by Robert Brustein, the theater has since received many honors, including multiple Tony Awards and a Pulitzer Prize.

In 1979, the Boston Foundation provided a \$50,000 seed grant to bring Brustein's innovative company from New Haven to Cambridge, helping establish the A.R.T. This support played a critical role in enabling the theater to secure matching funds from the National Endowment for the Arts and several national foundations and allowed it to launch its programming from a position of strength.

The musical *Witness Uganda* was staged at A.R.T. by Tony Award-winning director and A.R.T. Artistic Director Diane Paulus.



Now under the artistic direction of Diane Paulus, the A.R.T. seeks to expand the boundaries of theater by creating events that immerse audiences in transformative theatrical experiences at the Loeb Drama Center (at OBERON, its club theater in the heart of Harvard Square) and at venues around the world. The company also collaborates with artists internationally to develop work in new ways while serving as a conduit for creative exchange among a wide range of academic departments, institutions, students and faculty members at Harvard.

Commonwealth Shakespeare Company



Since its founding, Commonwealth Shakespeare Company has performed for more than one million people.

The Boston Foundation was there at the beginning for Commonwealth Shakespeare Company with a \$10,000 grant in 1997, shortly after it was founded. In addition to its early investment, the Foundation has made more than \$250,000 in additional grants over the years. CSC’s mission is “performing the works of William Shakespeare in vital and contemporary productions that are presented free of charge to Boston’s diverse communities, and to educate Boston’s youth not only about Shakespeare but also about their own potential for creativity.”

Since its founding, Commonwealth Shakespeare Company has performed for more than one million people. Every summer, it stages a free Shakespeare play outdoors on the Boston Common, attracting as many as 100,000 people a season. It also performs in other city parks, presents free play-reading events, trains high-school and pre-professional actors, offers summer internships and partners with Boys & Girls Clubs to provide after-school theater activities for city youth.

Boston Landmarks Orchestra

It’s a ritual of summer on Wednesday evenings: Bostonians toting picnic baskets and lawn chairs to the Charles River Esplanade. The attraction? A night of free classical music performed by the Boston Landmarks Orchestra.

These concerts by some of the city’s most accomplished musicians sprang from the late conductor Charles Ansbacher’s vision of offering free great music to audiences that transcend ethnic, economic and cultural boundaries in significant architectural, historical and geographic settings.

In 2001, a \$25,000 Boston Foundation start-up grant brought Ansbacher's dream to life. Because of its deep commitment to open access to the arts for all the people of Greater Boston, the Foundation's total investment since 2001 has been close to \$500,000. Now under Music Director Christopher Wilkins, the orchestra reaches 50,000 people a year through its performances at the Hatch Shell on the Esplanade and family concerts and educational programs in city neighborhoods. In July 2010, it became the first symphony orchestra to give a concert at Fenway Park, where it performed for 15,000 people.

In the 10 years since it opened, the Calderwood Pavilion has hosted thousands of performances by more than 90 groups.

The Calderwood Pavilion at the BCA

When the Huntington Theatre Company's Calderwood Pavilion at the Boston Center for the Arts opened in 2004, it was the city's first new theater in more than 75 years. The Calderwood serves as the Huntington's home for new play development and as performance space for more than 90 local theater groups.

In a partnership ArtsBoston calls "the epitome of multisector collaboration," the Huntington Theatre Company, the City of Boston, the Boston Center for the Arts and the Druker Company, a commercial developer, made the 35,000-square-foot facility a reality.

In 2003 and 2004, the Boston Foundation gave \$90,000 to the Huntington. "Before we could open the new facility, we had to overhaul our box-office and income-management systems to accommodate multiple locations, expand our ticket-selling capacity and prepare to meet the needs of dozens of other theater companies and performing arts groups we would have to serve," says Michael Maso, Managing Director of the Huntington Theatre Company. "The Boston Foundation's key operating grant subsidized a challenging and vital upgrade to our capacity."

In the 10 years since it opened, the Calderwood Pavilion has hosted thousands of performances.



Boston Landmarks
Orchestra on the
Hatch Shell.



The Huntington
Theatre's Calderwood
Pavilion at the BCA.

Advocacy and Service



BosTix kiosks sell reduced-price tickets.

“Boston Foundation funding is directly responsible for our national leadership in this field.”

Catherine Peterson

(Right) Huntington Theatre’s *Ether Dome* played at the Calderwood Pavilion.

ArtsBoston

With a \$30,000 grant from the Boston Foundation in 1979, ArtsBoston built an iconic booth near Faneuil Hall to sell half-price tickets on the day of performances. The stylish steel-and-glass kiosk, christened BosTix, was an ingenious way of boosting audience size and making dance, music and theater performances accessible to more people. ArtsBoston built a second booth in Copley Square, and together the kiosks have sold more than 2 million tickets and generated \$14.4 million in additional revenues for arts organizations large and small. Since then, the Foundation has invested more than \$1.3 million in the nonprofit, which was founded to enrich lives through connection to arts and culture. This funding helped to underwrite the pioneering ArtsBoston Audience Initiative, which is transforming arts marketing by matching demographic information for 1.4 million “arts-going” households with data from arts organizations.

“Boston Foundation funding is directly responsible for our national leadership in this field,” says Executive Director Catherine Peterson.

Arts & Business Council of Greater Boston

The Arts & Business Council of Greater Boston takes a holistic approach to supporting people who make art. That includes everything from free legal services for artists, business training for self-employed musicians and a fee-based art loan program for corporations. When the Greater Boston affiliate was created in 2000 by the national Arts & Business Council, the Boston Foundation was there with a \$20,000 grant. That early support led to regular funding that allowed the Council to hire staff, begin new programming and plan for strategic growth. The Foundation was there again in 2008, with a \$100,000 grant to facilitate the Council’s merger with the 25-year-old Volunteer Lawyers for the Arts. Since the merger, the Council has provided \$10 million in free legal services to Massachusetts artists and trained 350 business executives for board service.





The Paul Revere House received support from the Massachusetts Cultural Facilities Fund.



MASSCreative advocates for arts and culture as a public good.

Massachusetts Cultural Facilities Fund

In the early 2000s, the Boston Foundation published a series of reports and an action agenda that focused on the arts in Massachusetts. One specific recommendation addressed the state’s cultural facilities, which were badly in need of structural work and enhancements. Armed with the information in the reports, the Massachusetts Campaign for Cultural Facilities was formed in 2004 by the Boston Foundation, the Massachusetts Cultural Council and MAASH (a statewide arts advocacy group and a predecessor of MASSCreative), with the goal of establishing a state fund to strengthen cultural facilities across the Commonwealth. As a result of the campaign, the Legislature created the Cultural Facilities Fund in 2007 as part of an economic stimulus bill to provide resources to maintain and rebuild the state’s cultural venues. Since then, the Fund has invested \$70 million in the development of cultural facilities in 118 cities and towns. These investments have leveraged more than \$1.6 billion in spending on building projects for arts, history and science institutions, and have supported more than 16,000 jobs for architects, engineers, contractors and construction workers.

MASSCreative

MASSCreative has two main missions: to educate the public about the importance of arts and culture as a public good and to build a grassroots movement to advocate for public policy changes that support the arts. Launched in 2012, it succeeded MAASH (see above) and grew out of two years of discussion among the Massachusetts Cultural Council, the directors of cultural institutions and the Boston Foundation, which provided \$165,000 in pre-start-up grants as well as \$300,000 in operating funds.

“We have these world-class art institutions in Boston but our political influence was not comparable,” says Executive Director Matthew Wilson. That has changed. During its first two years, MASSCreative has become an influential voice for increased state investments in the arts. “We’ve been able to show political leaders that arts and culture must be at the policy table when making decisions about education, economic development and community building.”

Youth

Community Music Center of Boston

Community Music Center provides on-site music instruction for about 1,000 students each week.

In 1917, the Boston Foundation made a \$250 grant to the South End Music School—the precursor of what is now the Community Music Center of Boston. Created by the merger of two settlement houses in 1910, the school taught immigrant children and was one of the first in the country to include children of color.

“Back in our first decade, if you were a black child in Boston, the only place you would have gone for music instruction outside of someone’s home was to the South End Music School,” says Executive Director David Lapin. Through violin and piano lessons, the school was “helping kids into what passed in those days as the American cultural mainstream,” he notes. The Boston Foundation’s initial gift in 1917 was the school’s first and “would have provided a huge sense of validation to the faculty and the board,” Lapin says.

Still located in the South End, the Community Music Center provides on-site

music instruction for about 1,000 students each week and reaches 6,000 more children and adults through programs in the Boston Public Schools, at senior centers and elsewhere.

Each year, it distributes about \$300,000 in financial aid and reduced tuition to further its mission of providing an excellent music education to people of diverse backgrounds and abilities and transforming lives citywide.



Young Audiences of Massachusetts



Young Audiences links teaching artists with children.

Young Audiences of Massachusetts has been bringing dance, storytelling, music and theater to schools throughout the Commonwealth since 1962. One of 30 affiliates of Young Audiences it is now the largest provider of arts outreach programs in Massachusetts schools. Through performances, workshops and residencies, Young Audiences links teaching artists with children in an effort to foster lifelong engagement with the arts.

Agreeing with the organization's goal of making the arts "integral to every child's education," the Boston Foundation made a grant to the Young Audiences Massachusetts affiliate the year it was founded. The grant was "to enable this program for developing the musical interest and taste of children to become firmly established in the Boston area."

Young Audiences' conviction that "all students deserve access to the rich educational opportunities provided by the arts" has led it to develop educational programs that address national and state curriculum standards. It also brings its programming to hospitals and homeless shelters through "Healing Arts for Kids."

Boston Children's Chorus

Shortly after the millennium, Boston educator and civic leader Hubie Jones founded the Boston Children's Chorus (BCC) to harness the power and joy of music to unite Boston's diverse communities and spark social change.

Inspired by the Chicago Children's Choir, Jones started modestly in 2003 with a \$30,000 grant from the Boston Foundation and 20 young singers he christened "ambassadors of harmony." Now 450 youngsters from 100 urban and suburban neighborhoods perform in 12 choirs that appear with professional ensembles locally, nationally and globally.

In 2013, First Lady Michelle Obama presented the BCC with a National Arts and Humanities Youth Program Award, the nation's highest honor for "outstanding after-school and out-of-school programs." Award-winning composer Jim Papoulis has called the chorus "an organization filled with not only an extremely high level of singing and musicianship, but also with a humanitarian, philanthropic ideal that should serve as a standard for choirs

(Right) Members of the BCC's Premier Choir and Young Men's Ensemble at a tribute concert for Martin Luther King Jr.



worldwide.” Since the original grant, the Foundation has provided close to \$700,000 in additional funding to the BCC.

“The first grant we got was from the Boston Foundation. It made a huge difference, because the Foundation is so respected. It seemed to open doors.”

Madeleine Steczynski

ZUMIX

ZUMIX was born in 1991 with the goal of luring kids out of gangs and off the streets of East Boston. With music. “A lot of our kids were being actively recruited by gangs,” says co-founder Madeleine Steczynski. ZUMIX gave kids a “cool” way to say no: “You could say, ‘I can’t do that, man, I’ve got to go to the studio.’”

“For the first three years, virtually all the money we raised was through benefit concerts and writing letters to our friends,” Steczynski recalls. “The first grant we got was from the Boston Foundation. It made a huge difference, because the Foundation is so respected. It seemed to open doors.” Since the original grant, the Foundation has provided more than \$350,000 in support to the organization.

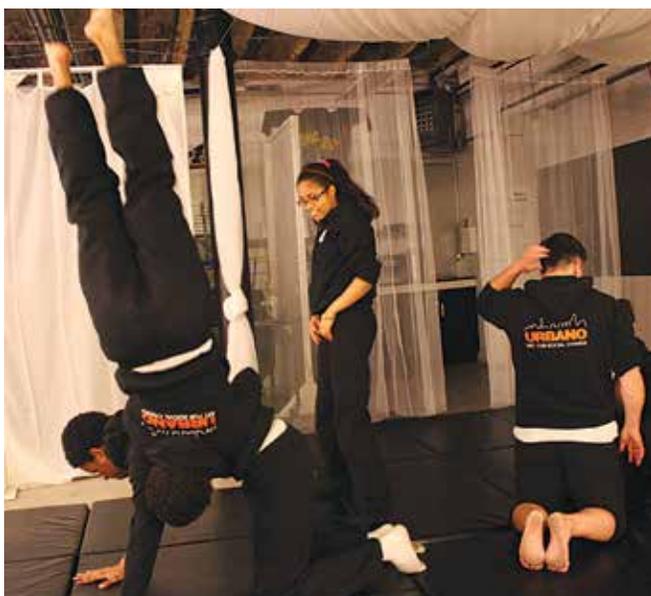
ZUMIX grew from 24 youth playing and writing music in the loft apartment Steczynski and co-founder Bob Grove shared to more than 500 children and



(Left) A young DJ hosts her own radio show at ZUMIX.

teens playing, writing and recording songs in a restored firehouse on Summer Street in East Boston. At the firehouse, ZUMIX offers private and group music lessons, a training program in audio and computer technologies, a radio station and community arts programming. It reaches another 550 youth through in-school partnerships.

The high school students who participate in ZUMIX have a 99 percent graduation rate, compared to a 66 percent rate for Boston Public Schools seniors citywide, and nine are now studying at prestigious institutions on full scholarships. “The best thing for me is the unsolicited e-mails or Facebook posts from people who attribute their ZUMIX experience to helping form them, inform them and put them on a path to a purposeful life,” says Steczynski. “They want to have a positive impact.”



The Urbano Project links artists and teens for social change.

Urbano Project

The Urbano Project in Jamaica Plain has an ambitious mission: “To empower urban teens and professional artists to create social change through participatory works of contemporary art.”

It does this by connecting Boston Public Schools youth with working artists in after-school classes and workshops, partnerships with museums and arts organizations and in-school programming at two public schools. Since its founding in 2009, the Urbano Project has reached more than 640 teens—most of whom are first-

generation immigrants or the children of immigrants in low- and middle-income families.

“We wouldn’t have seen the success we have in just five years without the support of the Boston Foundation,” says founder and director Stella McGregor, referring to a \$75,000 grant in 2011 that financed a comprehensive strategic planning process. “It not only helped us reflect on our strengths and the areas where we needed to grow, but it also opened doors for us to receive long-term support from other sources.” Since that initial grant, the Foundation has made grants totaling close to \$300,000 to Urbano Project.

Civic Leadership & Engagement

The Future Imagined

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Civic Leadership & Engagement



The Future Imagined

Boston Indicators Project

The Boston Indicators Project harnesses the power of data to offer new ways to understand Boston in a regional, national and global context. Acting as a curator for the highest-quality information, the Project looks at data across 10 major sectors to track Boston’s progress. Through an in-depth award-winning website, bostonindicators.org, it also democratizes access to information, using interactive visualizations with easy access to the data behind them.



The Boston Indicators Project’s website.

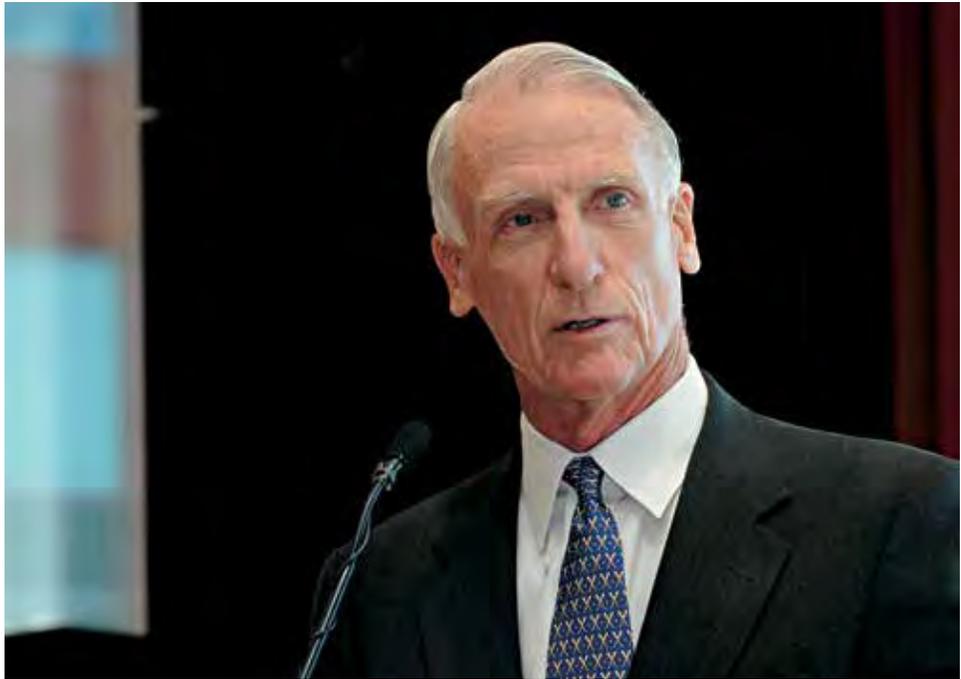
Begun as a collaborative effort by the Boston Foundation, the City of Boston and the Metropolitan Area Planning Council (MAPC), the Project has published biennial reports since 2000, focusing on Boston’s progress and challenges. It also creates special reports on important topics such as poverty and education. “The Project is scheduled to run through 2030, the 400th anniversary of Boston’s founding,” says Jessica Martin, Director.

The Project’s roots go back to the Boston Foundation’s Persistent Poverty Project, which, in the early 1990s, developed poverty-reduction strategies based on local data and research. Later, at the urging of Cathleen

Douglas Stone, then the city’s Environmental Services chief, the Foundation began working with Geeta Pradhan, then Director of Sustainable Boston, to develop an indicators project for the city.

The Boston Foundation’s Charlotte Kahn and Pradhan, who joined the Foundation’s staff, spent two years convening hundreds of stakeholders who ultimately decided on a set of 150 indicators to track. “We ended up with one of the most comprehensive indicator frameworks in the world,” says Kahn, who directed the Project until 2013. The Boston Foundation has invested more than \$4 million since 1999 to advance the work of the Project, which has won numerous awards and was twice selected by the U.S. Government Accountability Office as a best-practice community measurement project.

John Hamill speaking at a John LaWare Leadership Forum. Mr. Hamill co-founded the Forum with Paul S. Grogan and Cathy Minehan.



The John LaWare Leadership Forum

The late John LaWare, who served as Chairman and CEO of Shawmut Bank from 1978 until 1988 and then was elected to the Board of Governors of the Federal Reserve System, was a major force in helping to shape Boston's civic life. The John LaWare Leadership Forum, named in his honor, convened Greater Boston's business and civic leaders to examine and explore solutions to the region's competitiveness challenges and opportunities from 2005 until 2013. Informed by data and information from the Boston Indicators Project, every session presented substantive programming and opportunities for dialogue. Its members tackled topics such as community college reform, the region's economic challenges and the state's workforce skills gap.

The Forum, which had 21 major sponsors, was founded by John Hamill, former Chairman and CEO of Sovereign Bank New England and current board member of Santander Bank N.A.; Cathy Minehan, former President and CEO of the Boston Federal Reserve Bank and current Dean of the School of Management at Simmons College; and Paul S. Grogan, President and CEO of the Boston Foundation. "The energy and talent gathered by the LaWare Forum stimulated fascinating discussions about the city's challenges and opportunities," says

Grogan, “and forged new relationships and understanding among the city’s business and civic leaders around some of the most important issues facing our community.”

Carol R. Goldberg Civic Engagement Initiative

When Stop & Shop President Carol R. Goldberg began talking to Boston Foundation Director Geno Ballotti in the early 1980s about the possibility of creating a seminar series, he advised her to attach her name to the series and become personally involved.

“I was particularly anxious to sponsor public dialogue that would get at people’s needs from the viewpoint of the users, rather than the providers,” says Goldberg. Wanting those dialogues to be informed by knowledge and involve Tufts University, she and Tufts Professor Rob Hollister and the Boston Foundation launched the Carol R. Goldberg Seminars in 1983.

For two decades, the seminars brought large groups of people together in what one local nonprofit leader called a “public-private process of planning

Carol R. Goldberg



and dreaming.” The first seminar tackled health-care reform and led to the publication of *Boston At Risk*, a blueprint for change that contributed to passage of the state’s universal health-care legislation. The second seminar, which focused on Boston’s deteriorating parks and open spaces, produced an action agenda, *The Greening of Boston*, that helped to double the city’s maintenance budget and quadruple its parks budget. In later years, seminars considered child care and the future of nonprofits and published a major report on the role and impact of Greater Boston’s colleges and universities.

In 2008, the seminar series moved to Tufts University’s Jonathan M. Tisch College of Citizenship and Public Service and now is known as the Carol R. Goldberg Civic Engagement Initiative. Its most recent topic, *Mitigating Obesity in Boston’s Immigrant Communities*, continued the collaboration among the Boston Foundation, Carol Goldberg and Tufts University.



The Massachusetts State House dome.

Commonwealth Summit

Each year, leaders from Massachusetts’ business, labor, government, the nonprofit sector and academia gather for an off-the-record weekend. The Commonwealth Summit offers key players the chance to get to know one another, discuss the challenges and opportunities facing Massachusetts in the coming year and work together on a shared agenda.

The first Summit, held in 2010, was organized by the Boston Foundation’s President and CEO Paul S. Grogan and the Foundation’s Vice President for Communications, Community Relations and Public Affairs Mary Jo Meisner, along with Bentley University President Gloria C. Larson and others. The Foundation has provided \$75,000 in support with gifts from other sponsors helping to underwrite the annual gatherings.

Participants listen to provocative speakers and presentations and engage in conversations designed to educate and enlighten. Topics have included infrastructure, health, education, economic competitiveness and climate change—all through the lens of the actions needed to ensure a bright and equitably shared future. Often, attendees issue a statement at the conclusion of the weekend, urging that particular measures be taken in the coming year. The Summit helped influence health care cost-containment legislation and community college reform as well as the importance of funding improvements to the transportation infrastructure.

Diversity in Action

“The Partnership has been instrumental to so many people of color staying in Boston, creating a community and having a voice here.”

Benaree P. Wiley

The Partnership

After court-ordered busing tore the city of Boston apart in the 1970s, two entities sprang up to promote interracial understanding, communication and healing. Mayor Kevin H. White convened the Boston Committee in 1980, and a group of university and community leaders formed the Corporation for Boston. Both were supported by the Boston Foundation, local corporations and private foundations.

In 1987, after two years of planning funded in part by a \$200,000 grant from the Boston Foundation, the two groups merged and became known as



The Partnership. Its goal was to address the race issue by providing training, skills and resources to help African Americans advance in the workplace. Eventually, participants would end up in leadership positions at local businesses and institutions.

“We became a voice for communities of color,” recalls Benaree P. Wiley, who served as President and CEO from 1991-2007. “We started with African

Americans and expanded to other

groups. The Partnership has been instrumental to so many people of color staying in Boston, creating a community and having a voice here.”

The Partnership, now led by Carol Fulp, has received more than \$1 million in support from the Boston Foundation over the years to offer training for professionals of color, consult with businesses on talent strategy and leadership, and convene thought leaders who are committed to advancing people of color. More than 3,000 people have gone through its leadership development programs.



The Commonwealth Compact partnered with the Boston Foundation, the Urban League of Eastern Massachusetts and the Museum of Science for a series of forums called “Boston Talks Race.”

Commonwealth Compact

The Commonwealth Compact was born out of Stephen P. Crosby’s frustration with racial tensions in Boston and the city’s reputation as an unwelcoming place for people of color. As the founding dean of the McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston, he was in a position to do something about it.

In 2007, Crosby recruited the *Boston Globe’s* publisher, P. Steven Ainsley, and former Suffolk County District Attorney Ralph C. Martin II to convene meetings with Boston civic and business leaders. They felt that the city’s reputation among people of color was not only a social and moral problem but “a serious economic

issue,” recalls Robert Turner, a former *Globe* reporter who helped organize the early discussions and is now a Senior Advisor to the Commonwealth Compact. “We’re a knowledge-based economy, and we can’t afford to lose talent because people have heard they are not welcome here or aren’t going to find community.”

The Boston Foundation was involved from the start, signing the Compact and contributing staff expertise and \$125,000 in grants to the fledgling organization from 2007-2009. In 2008, the Commonwealth Compact was created at the McCormack School with a mission to make Massachusetts a welcoming, inclusive place for people of color and to reverse the state’s reputation to the contrary. It created a database called the Talent Network, which now features profiles of 600 professional people of color and can be tapped to find diverse candidates for jobs, board service and senior-level management positions. The Compact collects data from its member organizations and issues regular reports on how well employers are doing at fostering diversity in the workplace. It also places UMass students at the State House each year in internships that “expose individuals of color to working in public administration at a senior level,” says Executive Director Georgianna Meléndez.

Commonwealth Seminar

The Commonwealth Seminar introduces people of color to the legislative process.

The Commonwealth Seminar was founded in 2003 with the goal of opening up the Massachusetts State House to people of color.

“The Boston Foundation was there before the beginning” with advice and a \$45,000 start-up grant, according to Joel Barrera, who co-founded the Seminar with former State Senator Jarrett Barrios. “They took a chance on us and we built a program that graduated 1,000 diverse leaders, taught them how state policy is made, and helped them find their rightful place in our democracy.” The Foundation went on to provide nearly \$200,000 more in support for the program.

The Seminar offers a six-week intensive training program at the State House, educating community leaders about the legislative process and connecting them with lawmakers, administration officials and others. Many of the program’s alumni have gone on to work in the public sector.



GBIO helps people of faith organize for social justice.



Greater Boston Interfaith Organization

When Boston-area clergy and other leaders began thinking about ways to unite religious congregations and disparate groups in action on behalf of the common good, the Boston Foundation was there with a \$20,000 planning grant in 1997. The next year, the Greater Boston Interfaith Organization (GBIO) was founded.

An affiliate of the Industrial Areas Foundation, a national institute for community organizing, GBIO “gives religious congregations powerfully effective skills with which they can act upon their deepest values,” says Reverend Burns Stanfield, the organization’s President. “To ‘do justice,’ as it says in Scripture, we need to come together and act strategically. GBIO-style organizing teaches us how to do that.”

With more than \$400,000 in Boston Foundation support, the GBIO has played a major role in persuading the Legislature to boost funding for affordable housing through the creation and funding of the Affordable Housing Trust Fund; campaigned vigorously and successfully for universal access to health care in Massachusetts; pushed to control soaring health-care costs; and advocated for stricter state gun controls. It is also working to transform a public middle school in Roxbury into a grades 6-12 STEM academy.

Nonprofit Resilience

Institute for Nonprofit Management and Leadership



Barry Dym was a consultant to nonprofits when he realized three things: Many of their staffers needed training in management and leadership skills; there was little diversity in the ranks of senior management; and there would be a “generational succession crisis” when baby boomers began retiring.

In response, he founded the Institute for Nonprofit Management and Leadership in 2007 with a class of 14 senior managers. In 2008, the Institute became a program at Boston University. It opened a second site in Lowell in 2009, and so far has trained and awarded

certificates to almost 600 students, executives, middle managers and young professionals. Forty-three percent of graduates and 60 percent of INML faculty are people of color. The Institute incorporated as a 501(c)(3) nonprofit in 2014 and announced its certificate-granting affiliation with the Jonathan M. Tisch College of Citizenship and Public Service at Tufts University.

The Boston Foundation was there at the beginning with a \$75,000 grant to the Institute in 2008 and in 2012 with a \$100,000 “Out of the Blue Award” that provided seed funding for the Institute’s Community Fellows Program for young, urban nonprofit professionals. “Our aim is to change the face of leadership in Boston,” says Dym. “With our graduation rate—now more than

100 a year—and the way our alumni hire and nurture young people, there will be a tipping point. The field will become much more skilled, connected and diverse.”

The MNN represents about 590 nonprofit organizations and 130 for-profit affiliates.

Massachusetts Nonprofit Network

Massachusetts nonprofits were hit hard after the dot-com bubble burst in 2000, and by the middle of the decade, many organizations were struggling to survive. Recognizing that the nonprofit sector was critical to meeting the Boston Foundation’s mission and goals, the board asked the staff to investigate and develop ideas about what could be done.

That led to convenings, forums and a summit meeting that revealed the need for a statewide association that could advocate for the sector, build its capacity, and serve as a public voice for the more than 36,000 nonprofits then operating in Massachusetts. In 2005 and 2006, the Boston Foundation provided staff support and modest funding to a working group of nonprofit leaders who founded the Massachusetts Nonprofit Network (MNN) in 2007. Since then, the Boston Foundation has made more than \$900,000 in grants to support the network. Now the MNN represents about 590 nonprofit organizations and 130 for-profit affiliates. It works to build the capacity and promote the image of the sector while strengthening it through advocacy and public policy initiatives.



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Economic Development & Jobs

Skills Training

YouthBuild Boston

When educator and civil rights activist Dorothy Stoneman moved from New York to Boston in 1988 to care for her ailing mother, she brought with her a model for education, service and job training that she had established in East Harlem 10 years earlier. It was called YouthBuild.

The Boston Foundation made a \$25,000 grant in 1990 to help fund YouthBuild Boston's first year of operations, and Stoneman founded YouthBuild USA to take the model national. It was replicated in 20 locations with private funds; in 1992, Sen. John Kerry persuaded Congress to make it a federal program that receives annual appropriations, much like the Peace Corps or Head Start. Local public and nonprofit organizations compete for YouthBuild programs and must match 25 percent of the federal dollars. As a result, YouthBuild USA now

Volunteers join YouthBuild Boston for a day of service.



has 264 programs that have brought \$1.4 billion in federal dollars into low-income urban and rural communities, have educated and trained 130,000 young adults, and have created 28,000 units of affordable housing. YouthBuild Boston was the first site outside of New York and helped to demonstrate the model's effectiveness.

"We want to be the place where young people come who want access to the building trades and to put themselves on the road to a sustainable career," says Kenneth G. Smith, YouthBuild Boston's CEO and Executive Director. Graduates of the intensive 12-week pre-apprentice program are qualified to become union apprentices in the building trades at an average starting salary of about \$16 an hour or to work for construction firms, he explains. Over the years, the Boston Foundation has invested a total of \$335,000 in YouthBuild Boston.

Boston STRIVE

In 1994, Boston became the fourth U.S. city to host an affiliate of STRIVE, an international organization that prepares chronically unemployed adults, at-risk young adults and ex-offenders for work and economic self-sufficiency.

A Boston Foundation start-up grant of \$25,000 helped establish Boston STRIVE, which operates training centers in Dorchester and Roxbury and offers job-readiness training, instruction in financial and computer literacy, classes to earn a General Equivalency Diploma (GED) and college prep courses. STRIVE's hallmark is its intensive 5-week attitudinal and job readiness training that the organization describes as a "tough love, no-excuses approach to job readiness."

Between 1994 and 2014, STRIVE graduated 4,428 adults from its programs and placed 4,187 of them in jobs. The Boston Foundation contributed more than \$1.2 million in funding over those years.

Year Up

Year Up empowers low-income young adults to go from poverty to professional careers in a single year. It was founded by entrepreneur Gerald Chertavian, whose experience as a Big Brother to a boy from a New York housing project in the 1980s inspired him to tackle the "opportunity divide" in 2000. In 2001, the Boston Foundation gave Year Up a \$50,000 start-up grant,



Self-sufficiency is the goal of STRIVE programs.



Year Up participants learn from corporate internships.

providing “a seal of approval in Boston that would encourage others to work with us,” Chertavian, now CEO, wrote in his 2012 memoir, *A Year Up*. The Foundation would later contribute another \$1.1 million to the organization.

From an initial class of 22 young people in downtown Boston, Year Up has expanded to serve 2,700 low-income 18-to-24-year-olds in 13 cities each year. All of them are young adults who, because of systemic barriers and life circumstances, have not had the chance to

connect to good jobs or higher education.

Year Up’s one-year intensive program provides hands-on skills training and corporate internships that prepare students for well-paying jobs and college. Eighty-five percent of its graduates are employed or attending college full-time within four months of completing the program, and Year Up is now in the midst of an ambitious five-year effort to design alternative delivery systems to reach 10,000 “opportunity youth” annually, and to change “systems and perceptions about where talent can be found in this country.”

SkillWorks

SkillWorks grants fund job-training programs.

In 2000, the Boston Foundation convened a group of public and private investors to begin planning an ambitious workforce-development initiative. The



goal: help low-skilled, low-income people move into family sustaining jobs while at the same time helping employers find and retain the trained workers they so desperately needed.

In 2003, the group launched SkillWorks: Partners for a Productive Workforce with city, state, foundation and private funding that included a \$500,000 grant from the Boston Foundation. SkillWorks is now a \$30 million investment partnership that has put

more than 4,000 job seekers and underemployed workers on the path to self-sufficiency. The Boston Foundation has invested \$4.8 million in total.

SkillWorks makes grants to organizations that train and prepare workers, such as JVS's work preparing entry-level health-care workers and YouthBuild Boston, which prepares young adults for the building trades.

It also advocates for workforce priorities, lobbying successfully for creation of the state's Workforce Competitiveness Trust Fund, and garnering an additional \$60 million in public-private investments in workforce training in the Commonwealth. SkillWorks was the model for the National Fund for Workforce Solutions, which helped establish 32 other workforce funder collaboratives around the country.

New England Center for Arts & Technology



NECAT's training facilities are state-of-the-art.

Maarten Hemsley was 60 years old and thinking of retiring in 2009 when he toured Pittsburgh's Manchester-Bidwell Corp. with its charismatic founder, Bill Strickland. Strickland challenged Hemsley to open up a similar job-training center for low-income and underemployed people in Boston.

"I had told him I had no idea about this sort of organization," Hemsley recalls. "I knew nothing about nonprofits. And I didn't know anyone in Boston!" Still, he said yes.

With a \$75,000 grant from the Boston Foundation and his own funds, Hemsley commissioned a feasibility study. The grant, he says, "represented an endorsement of our program. The financial support was important, but it was also critical to show that this was a program that had legs." Other funders followed, and the Boston Foundation later provided \$250,000 in operating support.

In 2013, the New England Center for Arts & Technology (NECAT) opened its doors in the city's Newmarket district. There, in a beautifully renovated space, as many as 100 trainees a year undergo a 21-week full-day program to become certified culinarians, at no tuition cost to the student, and with an emphasis on the "soft skills" that are critical to getting and keeping a job. The graduates—many from Roxbury, Dorchester and Mattapan—have found ready employment in the city's restaurants, hospitals, universities and corporations.

Urban Economic Development



ICIC founder Michael E. Porter.

Initiative for a Competitive Inner City

The Initiative for a Competitive Inner City (ICIC) is a national research and strategy nonprofit founded in 1994 by Harvard Business School Professor Michael E. Porter. Headquartered in Boston’s Dudley Square, its mission is to “drive economic prosperity in America’s inner cities through private sector investment to create jobs, income and wealth for local residents.” In 1995, the Boston Foundation made a \$150,000 grant to ICIC, earmarking it for an “inner-city business advisory program.”

“Thanks to the Boston Foundation’s investment, ICIC was able to leverage its ground breaking work in Boston to become the national thought leader in urban economic development,” says Porter.

The Foundation has since granted another \$450,000 to the nonprofit, supporting its work with government leaders, anchor institutions and foundations to shape economic development plans in more than two dozen cities. ICIC identifies economic drivers and advises public and private leaders about how to use them, supports growing inner-city businesses, and advises companies and financial institutions about investment-ready opportunities in the urban core.

Massachusetts Life Sciences Collaborative

One of the reasons Massachusetts has become the most attractive place in the United States for the life sciences industry is a group of local leaders from biotechnology firms, teaching hospitals and academia who banded together in the mid-2000s as the Life Sciences Collaborative.

The Collaborative came to life in the years after a high-powered summit meeting in 2003, where university and business leaders discussed the Commonwealth’s already robust life sciences sector. It was felt that with the proper state investment and support, the thriving cluster of Boston- and Cambridge-based firms engaged in biotechnology, pharmaceuticals, medical



Massachusetts is the most attractive place in the country for life sciences companies.

diagnostics and devices and bioinformatics could become an economic engine for the state economy.

With \$250,000 in early support from the Boston Foundation, the Collaborative advocated for the sector and in 2008, the Legislature approved Governor Deval L. Patrick's 10-year, \$1 billion Life Sciences Initiative. Under the auspices of the Massachusetts Life Sciences Center, created by the legislation, the state invested or committed more than \$300 million in funds that leveraged more than \$1 billion in third-party investments in the sector between 2008 and 2012, according to a 2013 "Understanding Boston" report titled *Life Sciences Innovation as a Catalyst for Economic Development*. By 2011, Massachusetts was No. 1 in per-capita life sciences employment, with 14,300 jobs for every million residents.

CommonWealth Kitchen

When Nuestra Comunidad Development Corporation wanted to spin off its six-year-old culinary ventures incubator, the Boston Foundation was there in 2008 with a \$30,000 grant to help. CommonWealth Kitchen, formerly CropCircle Kitchen, took over the incubator's Jamaica Plain operations in 2009 and within two years turned the struggling incubator into a viable social enterprise.

"The Boston Foundation has been a tremendous partner," says Jen Faigel, CommonWealth Kitchen's Co-Founder and Executive Director. "They supported us in the tough early days when we still had much to prove and that support has been absolutely pivotal to our success."

Between 2009 and 2014, the nonprofit helped to launch more than 85 food businesses, 65 percent of them owned by women and/or people of color. Twenty-four of those enterprises, which include Clover Food Lab, Roxy's Grilled Cheese and McCrea's Candies, have gone on to establish their own wholesale and retail operations and create more than 250 new local jobs.

In 2012, as CommonWealth Kitchen began planning for a second shared-use kitchen and food business incubator in the new Bornstein & Pearl Food Production Center in Dorchester, the Boston Foundation was there with a \$50,000 grant to develop the business plan. Another \$50,000 grant in 2014 supported the start of operations in the summer of 2014, allowing the organization to double the number of food businesses working in its incubator kitchen facilities.

Bornstein & Pearl Food Production Center

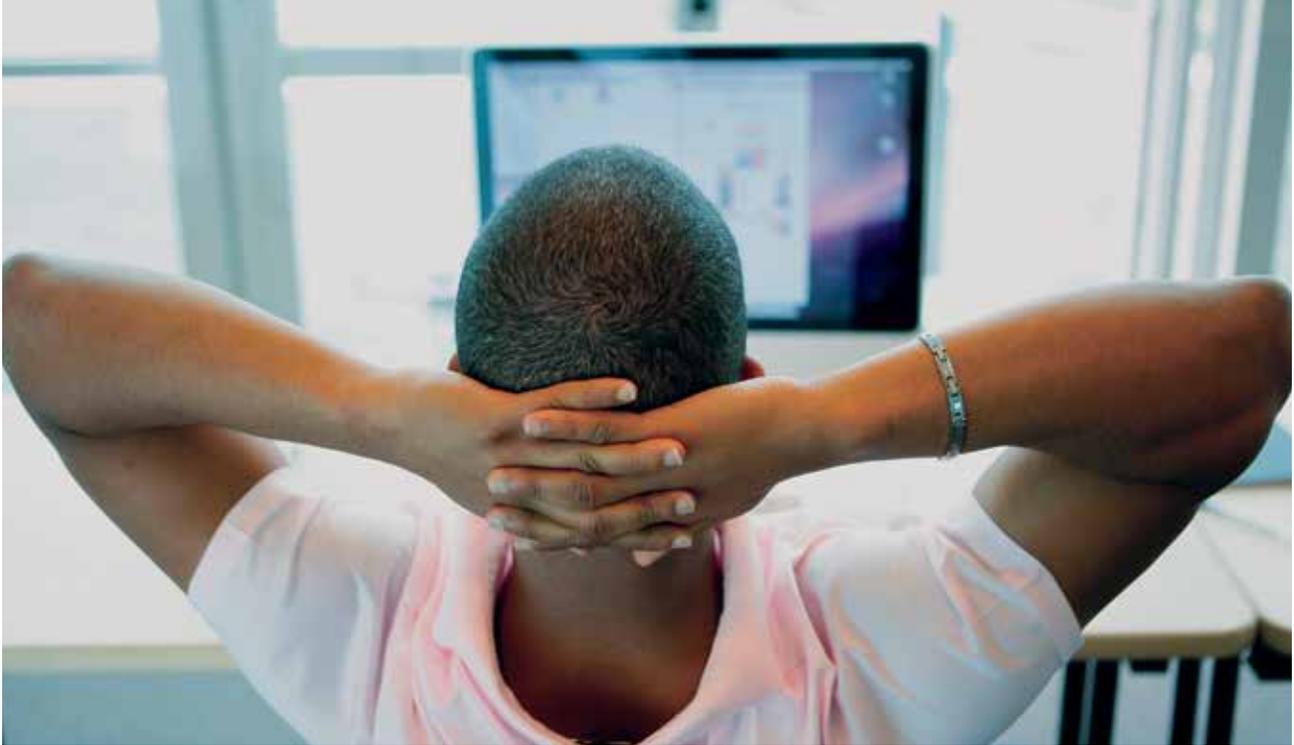


Bornstein & Pearl is home to 42 food businesses.

When the Dorchester Bay Economic Development Corporation wanted to gut and transform the old Pearl Meats factory at 196 Quincy Street in the city's Grove Hall neighborhood, the Boston Foundation was there with a \$100,000 for a variety of costs associated with the project.

"The 'prenatal' period was about six years with a lot of ups and downs," recalls Jeanne Dubois, former Executive Director of Dorchester Bay EDC. "The Boston Foundation really stepped up, and we ended up with 27 funders and \$15 million." In 2014, the ribbon was cut on the transformed 36,000-square-foot facility. It's now a light industrial business center with a focus on small-scale food production. The anchor tenant and on-site property manager is CommonWealth Kitchen, which offers commercial kitchen facilities and technical support to food businesses in various stages of growth.

Twenty food businesses, including food trucks, are among the 42 companies based at Bornstein & Pearl, and more are coming. Many of them are owned by women and/or minorities. In the summertime, the Boston Police Department runs its own food truck from the food production center, preparing the free hot dogs and ice cream given out at community events. CommonWealth Kitchen is coordinating with the business owners and local culinary providers to train regular and seasonal employees.



Smarter in the City brings the tech incubator model to Dudley Square.

“Having the support of the Boston Foundation was a validation of what we were doing.”

Gilad Rosenzweig

Smarter in the City

When Gilad Rosenzweig was dreaming of starting the nation’s first inner-city business accelerator for technology companies in the city’s Roxbury neighborhood, he found himself pitching the idea to the Boston Foundation’s grant-making staff.

“They were very supportive of what we were doing, where we were doing it and with whom we were doing it,” Rosenzweig says of that initial meeting in 2014, when he conveyed his dream of including communities of color and inner-city neighborhoods in the city’s tech boom through a new venture called Smarter in the City. The Foundation soon made a grant of \$7,500 from its Action Fund, and “while it wasn’t enough to start paying rent, it was enough to get the ball rolling,” says the MIT grad and urban planner. “Just having the support of the Boston Foundation was a validation for what we were doing, and we were quite quickly able to leverage that support for a private corporate sponsorship.”

Other financing followed, and in July 2014, Rosenzweig opened Smarter in the City in a small office in a restored triple-decker in Dudley Square. Each year, the organization will provide 12 tech start-ups with five months of free office space, mentors and legal help as they refine, test and grow their ideas. “Ideally, the companies that come to us will be able to open up their first offices in Dudley Square and soon we’ll have dozens and dozens of people working in the tech sector here,” he says.

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Education



Early Education

Reach Out and Read

Reach Out and Read now serves more than four million children in all 50 states.

In 1989, a group of pediatricians and early childhood educators at Boston City Hospital (now Boston Medical Center) began giving out books to children during well-child visits. Those early efforts, supported by the Boston Foundation, grew into Reach Out and Read, a national early literacy program that now serves more than four million children in all 50 states.

“Reach Out and Read builds on the unique relationship between parents and medical providers to develop critical reading skills in children that are so essential to both early brain development and future success in school,” says Executive Director Brian Gallagher. “We’re helping to empower parents with the tools and knowledge they need to make reading aloud a daily activity in their homes, creating a strong language foundation and a love of books in children from the start.”

Bessie Tarrt Wilson Initiative for Children

Early childhood is the landscape tended by the Bessie Tarrt Wilson Initiative for Children, which since 2002 has been a passionate advocate for greater access and quality of care for children in low-income households. Founded by Mary Reed in honor of her mother, the Initiative engages in research, policy development, advocacy and outreach to drive systems change in early education in Massachusetts.

A Boston Foundation grant for \$50,000 in 2006 funded a study that helped to persuade state legislators to extend the length of subsidized child-care vouchers from six months to one year, allowing parents to retain jobs and giving their children continuity of care. “We got that change as a direct result of having funding from the Boston Foundation,” Reed recalls.

The Initiative successfully linked the needs of children to the needs of early education teachers, who were finding it difficult to further their own education and training on the low wages they earned. Since 2011, it has championed a bill to create an earned income tax credit for early educators in Massachusetts,



Learning begins at birth, and so does the path to literacy.



but the Legislature has not acted. “It’s all part of a comprehensive program for children in early education,” says Reed. “Well-paid, happy teachers mean good outcomes for kids.”

Strategies for Children

Learning begins at birth, and so does the path to literacy. That’s why Strategies for Children, Inc., is working to make sure that all Massachusetts children have access to high-quality early education, enter elementary school ready to succeed and are proficient readers by the end of third grade.

Founded in 2001 by child advocate Margaret Blood to lay the foundation for a statewide system of high-quality early education, Strategies for Children has built a coalition of advocates in multiple sectors including business, labor, health care, education and philanthropy. With a \$60,000 grant from the Boston Foundation in 2002, it embarked on an Early Education for All campaign that so far has yielded \$281 million in public investments in high-quality early education and care. To date, the Boston Foundation has granted about \$450,000 to the organization.

Strategies for Children also led efforts that contributed to the creation of the nation’s first consolidated Department of Early Education and Care; passage of legislation in 2008 and 2012 related to early education and third-grade reading; creation and funding of \$68 million for universal pre-kindergarten quality grants; creation and funding of \$31 million for scholarships for early childhood educators and increased state funding for early education and care.

Community Involvement and Advocacy

Massachusetts Advocates for Children

Massachusetts Advocates for Children (MAC) grew out of a blue-ribbon task force founded in 1969 by educator and social activist Hubie Jones, who was then the Executive Director of the Roxbury Multi-Service Center. The Task Force on Children Out of School found that 10,000 youngsters were being systematically excluded from the Boston Public Schools or warehoused in inferior schools because they had physical, intellectual or emotional disabilities, behavioral problems or did not speak English.

The report led the Massachusetts Legislature to pass the nation's first bilingual education law in 1971 and the first special-education law in 1972. That law, known as Chapter 766, was the model for the first federal special-education law in 1975. The Boston Foundation was there at the beginning for MAC with a modest \$3,000 grant in 1970 and start-up funding of \$25,000 shortly thereafter. It has been a steady supporter ever since, with more than \$1 million in funding.

"MAC's vision is that all children in the Commonwealth, especially the most vulnerable, have the opportunity to reach their fullest potential," says Executive Director Jerry Mogul. During the past 45 years, MAC has successfully advocated for reforms in child mental health, vocational education, lead poisoning prevention, student retention policies and child nutrition. It also is pioneering a Trauma and Learning Policy Initiative with Harvard Law School to make sure that children affected by the trauma of family violence or other adverse experiences can succeed in school.

The Boston Compact

Believing that the issues facing the city could not be addressed effectively without high-performing public schools, business leaders and educators joined together in a historic partnership in 1982 known as the Boston Compact.

Convened by William Edgerly, Chairman of Street Bank and Trust Co. and Chair of the Boston Private Industry Council (PIC), and Mayor Kevin White, the stakeholders agreed on a set of goals to improve graduation rates, make



In the 1960s, children with disabilities and non-English speakers were denied an education in Boston.

(Right) High-performing schools are the goal of education-related nonprofits.



“The Boston Foundation was the primary funder for the work of convening the collaboration and measuring the progress toward the Boston Compact’s goals.”

Neil Sullivan

college affordable and prepare high school students for the workplace. School improvement grants, scholarships and the Mayor’s summer jobs program followed. Beginning with a \$120,000 grant in 1982, “the Boston Foundation was the primary funder for the work of convening this collaboration and for measuring the progress toward the Compact’s goals,” says Neil Sullivan, PIC’s Executive Director.

From time to time, the Compact re-evaluated its priorities and entered into new agreements. The most recent Boston Compact, signed in 2000, allowed then Superintendent Thomas W. Payzant to rally the stakeholders around his plan to raise academic standards and student performance. While the Compact no longer exists as a comprehensive school-improvement agenda, its spirit lives on through numerous collaborations and other cities have adopted their own compacts based on the Boston model.

BPE (Boston Plan for Excellence)

BPE (Boston Plan for Excellence), was created in 1984 when two representatives of the Boston Foundation—Wendy Puriefoy, the Foundation’s education program officer, and Paul Ylvisaker, a board member—approached the Bank of Boston (now Bank of America) with the idea that it should celebrate its bicentennial by establishing a \$1.5 million endowment for the city’s public schools. The Boston Foundation simultaneously announced a \$100,000 contribution to the new fund and staffed and housed it during its early years.

New England Mutual Life, John Hancock Financial Services and about 70 other Boston-based corporate donors joined in, building the endowment to \$15 million in the first four years. This included a \$1 million grant from the Boston Foundation in 1985 for BPE’s ACCESS college scholarship program, which awarded college funds to underserved students.

With the arrival of Boston Public Schools Superintendent Thomas W. Payzant in 1995, the model shifted to one of developing and trying out instructional improvements. And since 2003, BPE has operated the Boston Teacher Residency, which each year recruits and trains a talented, diverse group of people for careers as teachers in the Boston Public Schools and then supports them during their first few years in the classroom. This model has since spread to 20 other cities.

Boston Schoolyard Initiative

When Mayor Thomas M. Menino convened a task force in 1995 to look at the state of the city's schoolyards, they were neglected, uninviting and devoid of playground equipment. The task force described the outdoor spaces as "a barren wasteland of cracked asphalt" and called for a special effort to transform them into dynamic centers for recreation, learning and community life. The Boston Schoolyards Initiative was the result.

The Boston Foundation was there at the beginning as an original member of the Boston Schoolyard Funders Collaborative, an innovative public-private partnership among the city, the Boston Public Schools and a number of foundations and private donors. The Foundation made an initial \$75,000 grant in 1995, provided office space to the Initiative and eventually contributed more than \$800,000 during its 18-year existence.

The partners ultimately raised \$20 million and reclaimed more than 88 schoolyards for physical activity and outdoor learning. The Initiative built 32 outdoor classrooms at schools, created two nationally recognized schoolyard education programs and reached 850 teachers through professional development opportunities. It pioneered a Science in the Schoolyard program and held outdoor writers' workshops.

The Initiative restored more than 88 schoolyards for play and learning.



EdVestors

EdVestors was founded in 2002 by a group of entrepreneurs and philanthropists, including Boston Foundation donors Sandy and Phil Gordon, who wanted to drive change in urban schools in Boston. Since then it has raised and invested \$18 million in school improvement projects and become a resource for donors supportive of education reform and educators committed to systemic change.

Early support from the Boston Foundation came in the form of free office space in the Foundation’s “incubator” for nonprofits and, in 2004, a \$50,000



grant. “We were one of the lucky ones,” says President & CEO Laura Perille. “We were in an environment with others who were thinking deeply about the role of philanthropy in accelerating change, about the needs of families and children, and about schools and the power of

One focus of EdVestors has been expanding arts in the schools.

civic engagement.” The Foundation continued to support EdVestors as it grew, investing a total of about \$1 million between 2004 and 2015.

Each year since 2006, EdVestors has awarded a \$100,000 Thomas W. Payzant School on the Move Prize to schools that have demonstrated dramatic academic improvement over a multiyear period. Its \$10 million, six-year initiative to expand arts education has increased the quantity, quality and equitable access of arts instruction during the school day by 14,000 children. Says Perille: “For us it’s all about being a school change organization that is privileged to use the power of strategic philanthropy to increase the number of schools in this city delivering dramatically improved results for all children.”



Boston Opportunity Agenda

The Boston Opportunity Agenda was founded in 2010 by the Boston Foundation, the City of Boston, the Boston Public Schools and the city's other major charities with a bold vision: collaborate on an investment strategy that would fund a set of initiatives along the city's education pipeline and report annually on progress toward a series of ambitious goals. Since then, others have joined the public/private partnership and are working together to see that all Bostonians have access to the education necessary for economic mobility, civic engagement and lifelong learning.

With countless partners ranging from early education and care providers to summer camps and local businesses, the Agenda's aim is to improve every aspect of the cradle-to-career pipeline. From kindergarten readiness to college completion and adult education, it is setting ambitious goals and investing in effective programs to help meet them. Believing that all children deserve a world-class education, in 2014 the Agenda expanded its work to include Catholic schools and charter public schools.

Reverend Ray Hammond, who chairs the Agenda, says, "We have brought multiple initiatives and educational systems together under one big tent to share what's working, create synergy among the many stakeholders and make a difference for all of Boston's children."

"We have brought multiple initiatives and educational systems together under one big tent to share what's working."

Reverend Ray
Hammond

Race to the Top Coalition

In 2009, the Boston Foundation convened the Race to the Top Coalition, a broad-based group of business, community and civic leaders dedicated to improving K-12 education. It had three goals: support innovation in education, advocate for education-reform legislation at the State House, and win funding from the Obama administration's Race to the Top Competition.

The move came years after the Foundation began advocating for structural changes in the Boston Public Schools, which were not delivering significant academic gains for students despite efforts by a series of superintendents. Meanwhile, charter schools in Boston were achieving impressive results with low-income students and shrinking the "achievement gap" between suburban white students and urban students of color, but new charters were capped.

“Too many children are being denied the opportunity to learn and succeed, making this a critical civil rights issue for our time,” Paul S. Grogan, Boston Foundation President and CEO, said at the time. As a result of the Coalition’s work, on January 14, 2010, Governor Deval L. Patrick signed into law “An Act Relevant to the Achievement Gap,” paving the way for a doubling of charter school seats and providing superintendents with new tools to turn around failing schools. It also led to Massachusetts winning first place in the federal Race to the Top Competition and receiving \$250 million in federal funds. The effects of this law are seen in the remarkable results of turnaround schools in Boston, Springfield and Lowell, as well as the dramatic improvement of the turnaround district of Lawrence, the creation of innovation schools and the expansion of the best public charter schools in the nation. The Coalition remains a credible, independent voice that advocates for the highest quality education for every child in Massachusetts and continues to work to eliminate the state’s charter cap.

Former Governor Deval L. Patrick greets students at the signing of the historic education-reform law in 2010.



Excellence in Teaching

Achievement Network

“A high-quality education can create the opportunities that all children deserve.”

John Maycock

“We deeply believe that a high-quality education can create the opportunities that all children deserve,” says John Maycock, who founded the Achievement Network (ANet) with Marci Cornell-Feist in 2005 to identify and share best practices among a set of Boston schools. “And when you provide each student with a great learning environment, they’ll be prepared to positively change our world.”

The Boston Foundation believes that, too, and in 2006 made a \$50,000 grant to the organization so that it could expand its work. The Achievement Network now reaches 135,000 students in eight states and the District of Columbia through its partnerships with public schools and districts. It provides educators with professional development, coaching and data-driven tools to help them identify and meet each child’s needs throughout the school year. Schools or districts pay for the Achievement Network’s services.

“We’ve been able to codify what great schools do and spread those practices across more and more schools over time,” says Maycock. “ANet boosts student learning through great teaching that is grounded in standards, informed by data and built on the successful practices of educators across the country.”

Teach Plus

Teach Plus engages teachers in education advocacy and policy work.

Celine Coggins was research director at a Cambridge education think tank in 2007 when she realized that the voices of expert, involved teachers were largely missing from education policy discussions at the state and national levels. “What we needed was a group of teachers who engaged in the conversation in a new way,” she recalls. “I wanted to teach teachers how policy works and get their voices out in the public sphere so they felt empowered.” That led her to create Teach Plus, which recruits and



trains high-performing teachers to become leaders who improve outcomes for urban students.

Coggins funded the first 16 policy fellows with a \$70,000 grant from the Boston Foundation in 2008—support that “meant everything,” she says, because “it allowed me to create a proof point for the idea.” The new fellows focused on key issues in Boston and met with “every important person in policymaking in the city,” according to Coggins, now Teach Plus’s CEO. Out of that grew T3, an innovative teacher leadership program for low-performing schools. “High-performing teachers should have a prioritized voice,” she says. “We want to find ways they can grow and develop new skills and expand their influence while remaining in the classroom.” The organization’s theory of change is that leadership and growth opportunities make teachers more committed to staying on the job. Over the years, the Boston Foundation has underwritten Teach Plus’s efforts with more than \$350,000 in grants. Shortly after its founding, Teach Plus quickly expanded to Indianapolis and is now in five other U.S. cities. It has so far recruited and trained more than 1,000 teacher leaders, and Coggins credits its policy work and advocacy with playing “a pivotal role in allowing President Obama to push forward a progressive education agenda with teacher input.”

**Breakthrough
Greater Boston
gives low-income
students the
kind of academic
opportunities
middle-class kids
take for granted.**

Breakthrough Greater Boston

In 1993, the Boston Foundation “took a risk on a young organization and a young leader” when it gave \$19,175 to a nonprofit that wanted to provide low-income Cambridge students the same kind of academic opportunities that middle-class kids take for granted, says Elissa Spelman, Executive Director of Breakthrough Greater Boston.

In 1992, founder Angela Lee Duckworth recruited high-achieving college students as “teacher fellows” to work with a cohort of middle schoolers during the summer break, providing academic coursework and mentoring that would put them on a path to college. Duckworth, who has received a MacArthur Foundation “genius” award, is now a University of Pennsylvania psychologist whose research shows that character traits like self-control and grit are more predictive of academic success than innate talent or IQ.

The program Duckworth started grew into a six-year, 1,200-hour intervention for public school students beginning in 7th grade that has served more than 2,000 college-bound students and budding urban educators to date.

Out-of-School Time

BELL

BELL (Building Educated Leaders for Life) was created in 1992 by a group of Harvard Law School students concerned about the lack of positive role models and educational opportunities available to disadvantaged children. From its start as a tutoring and mentoring program serving 20 students at the Tobin Elementary School in Cambridge, BELL has grown into a national organization whose mission is to increase the academic achievement, self-confidence, and life opportunities of children living in low-income urban communities.

BELL increases academic achievement and self-confidence for children in low-income urban communities.





“The Boston Foundation’s early support was critical to establishing a citywide system that links school, after-school and summer learning.”

Chris Smith

BELL partners with schools to expand learning time in the summer and after school. Its programs blend rigorous academic instruction with hands-on enrichment, field trips and community engagement. Science, creative arts, character development, sports and college and career planning are among the enrichment experiences provided by BELL programs.

The Boston Foundation supported BELL in its early years, contributing nearly \$700,000 to advance its mission. To date, BELL has reached 27,000 students in Boston, and another 100,000 in schools throughout the country.

Boston After School & Beyond

Boston After School & Beyond is a successor to two major initiatives that provided out-of-school-time opportunities for Boston schoolchildren: Mayor Thomas M. Menino’s Boston 2:00-6:00 After-School Initiative and the public-private Boston After School for All Partnership.

In 2001, the Boston Foundation made a five-year, \$2.5 million commitment to the Partnership, which raised \$32 million for after-school programming and doubled the number of children and youth taking part. Since 2005, the Foundation has been a core funder of Boston After School & Beyond, providing \$2.1 million in support. “The Boston Foundation’s early support was critical to establishing a citywide system that links school, after-school and summer learning,” notes Executive Director Chris Smith.

Boston After School & Beyond partners with 117 program providers, 70 Boston public schools, local businesses, philanthropies, research organizations and the city to advance student learning through a variety of programs that connect what students are learning in school with experiences after school and during the summer. Each year, its programs reach nearly 10,000 children and youth in Greater Boston.

Transformative Models

Massachusetts Charter Public School Association

The Massachusetts Charter Public School Association was founded in 2000 to serve the state’s charter school movement through advocacy, technical assistance and the sharing of best practices and innovations. Impressed by the outstanding results independent charter schools were achieving with low-income and minority students, the Boston Foundation gave the Association \$75,000 in 2002 and has supported it ever since.

“We would not exist, nor would the charter-school movement, without the Boston Foundation’s support these past 15 years,” says Executive Director Marc Kenen. “The Foundation was not only a financial supporter, but a public policy partner.”

Charter schools are independent public schools that operate under five-year charters granted by the state. They have the flexibility to organize around a core mission, curriculum, theme or teaching method, offer long school days and years, control their own budgets and hire and fire teachers and staff. The state renews charters for successful schools and closes those that are not.

The Boston Foundation has been a strong proponent of charters as a way to close the achievement gap between low-income students of color and their white or Asian peers. Since 2002, it has made more than \$980,000 in grants to the

charter school association, underwritten rigorous research assessing how well charters are doing, given \$1 million to the New Schools Venture Fund to replicate high performing charters and granted \$250,000 to the Massachusetts Center for Charter Public School Excellence. Two independent studies by Stanford University’s CREDO center have documented that Boston charter students are vastly outperforming their peers in traditional Boston Public Schools and that the schools are the best urban charter schools in the country.

Charter public schools in Boston are the best urban charters in the nation.





Boston Arts Academy shares the school's best practices with other schools and educators in Boston, the United States and abroad.

Pilot Schools

As part of its commitment to improving public education for all children, the Boston Foundation has been a generous supporter of pilot schools in the Boston Public Schools (BPS) district. Pilot schools were created by the BPS and the Boston Teachers Union in the mid-1990s to serve as an alternative to both charters and traditional public schools and are given control of their own budgets, staffing, schedule and curriculum in much the same way as charter schools.

Over the years, the Boston Foundation has invested \$2.8 million in pilot schools—giving nearly \$1 million to the Center for Collaborative Education, established in 1994 to promote innovative school models and increase opportunity for all learners, and the remainder to the BPS Foundation, BPS and individual pilot schools. As early as 1974, it funded an alternative program for high-school juniors and seniors known as “Another Course to College” that in 2003 became a pilot high school of the same name.

The Boston Foundation also made a \$10,000 planning grant in 1994 for the first arts high school in Boston, Boston Arts Academy. The Foundation has since given \$182,000 to the school, which is on Ipswich Street across from Fenway Park. The Academy is now home to the Center for Arts in Education, which shares the school's best practices with other schools and educators in Boston, the United States and abroad.

And in 2002, the Foundation made a \$200,000 grant to help establish TechBoston Academy, a technology-focused pilot public school in Dorchester. The grant leveraged major funding from the Bill & Melinda Gates Foundation and more than \$1 million in computers and other equipment donated by technology companies. The Academy started with 75 students in the 9th grade and now serves nearly 1,000 youth in grades 9-12.

“The Boston Foundation has been an essential partner in our work.”

Scott Given

UP Education Network

UP Education Network was a four-person start-up in 2010 when it was founded by Scott Given and Yutaka Tamura. Now a school management organization with more than 360 employees, it has restarted and turned around five of the worst-performing district schools in Boston and Lawrence, boosting the academic performance of their 2,500 students in grades K-8.

“We help school districts eliminate struggling schools, ensuring that some of the hardest-to-serve children, including English language learners and students with disabilities, have the same access to excellent educational opportunities as children in any other community in the state of Massachusetts,” says Given, the CEO. “The Boston Foundation has been an essential partner in our work, making a \$100,000 start-up grant in 2010 and supporting us annually ever since.”

UP Education's first turnaround school was the Patrick F. Gavin Middle School in South Boston, where fewer than one in three students could read, write or do math at grade-level proficiency. In 2011, the Gavin reopened as UP Academy Charter School of Boston, raising student performance so dramatically in its first year that it ranked first among 733 Massachusetts middle schools in academic growth in math, a ranking it has held for all three years it has been in operation as an UP Academy. UP Education has restarted four other failing public schools and has made similar improvements. Over the years, the Boston Foundation has invested more than \$630,000 in UP Education.

Higher Education Success

uAspire

uAspire has helped more than 60,000 Massachusetts students find a way to go to college.

The organization uAspire was founded in 1985 with an audacious goal: to make a college education accessible for all of Boston’s high-school graduates, not just the ones whose families could afford it. Then known as ACCESS, uAspire received substantial early support from the benefactors of the Boston Plan for Excellence, which the Boston Foundation helped to found. The Boston Foundation also contributed \$1 million of the \$5.7 million raised for an endowment that, when invested, would yield funds to be used for scholarships.

Since then, uAspire has helped more than 60,000 Massachusetts students (in Boston, Springfield, Lawrence and Fall River) find a way to go to college and has expanded to serve Miami and the San Francisco Bay Area. During one recent three-year period, it leveraged \$230 million in financial aid for the students it served. Over the years, the Boston Foundation has invested \$5.6 million in uAspire.

The organization’s model is to embed counselors in public high schools, conducting workshops to encourage 9th through 11th graders to believe that college is a possibility and to prepare for it. During senior year, expert financial





aid counselors offer comprehensive year-round advising services that help students identify potential scholarships, apply for financial aid and then make informed decisions about their college path. “We provide these services free to kids and families,” says CEO Bob Giannino. “We wouldn’t be doing this work today if it weren’t for the Boston Foundation. They offered a depth of support and a consistency of support that have been a huge base on which we’ve been able to build up our work. I don’t think we’d be the organization we are today without the Foundation being the partner that it is.”



Success Boston

After a study showed that only 35 percent of the Boston Public Schools (BPS) graduates who enrolled in college earned a degree by age 25, Boston Mayor Thomas M. Menino issued a very public challenge: Double the college completion rate to 70 percent for the BPS Class of 2011 and beyond.

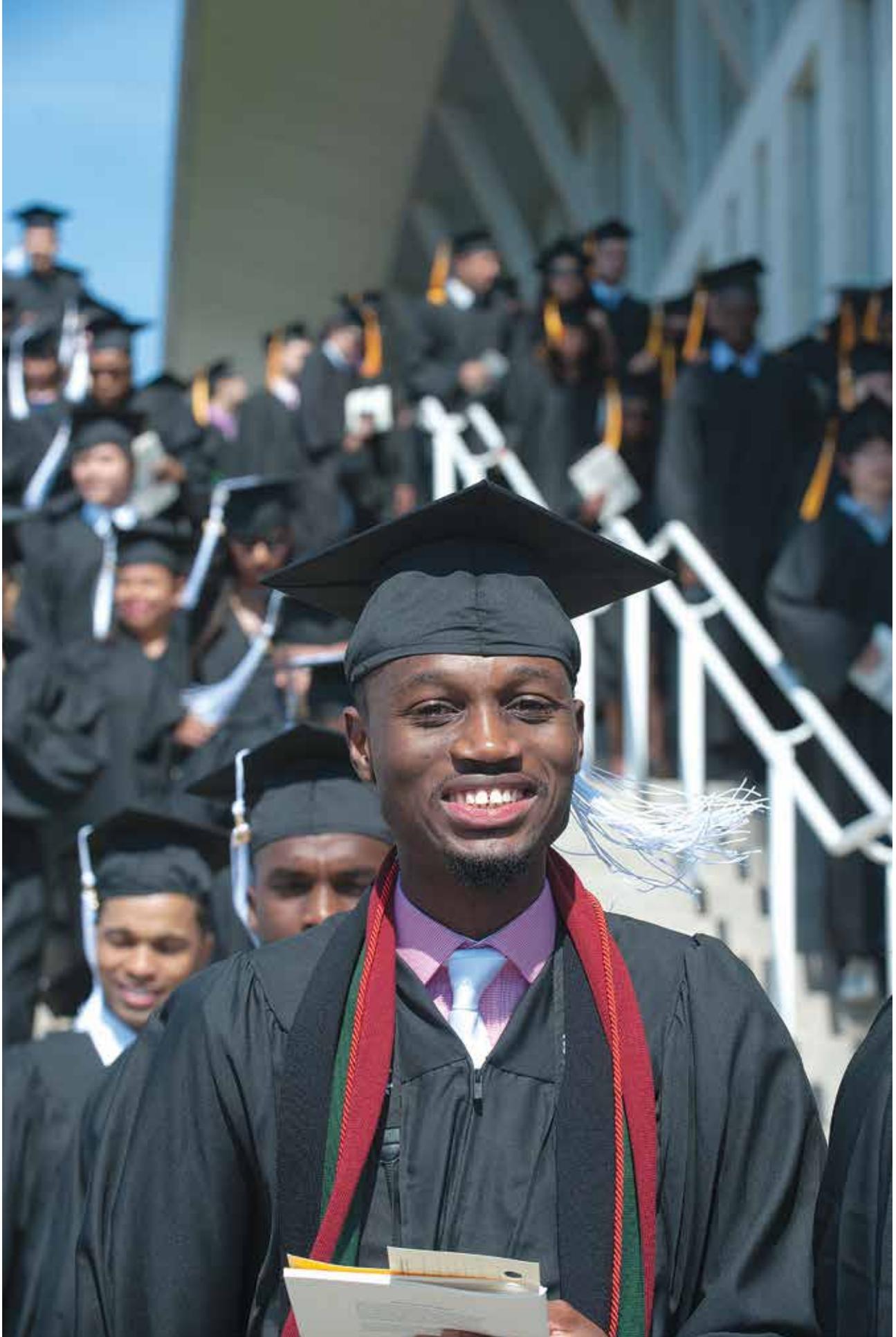


It was clear that such an ambitious goal would require a collaborative approach, and Success Boston was born in 2008. Pledging at least \$1 million a year to the effort, the Boston Foundation joined the City, the BPS, the Boston Private Industry Council and the University of Massachusetts Boston in an initiative designed to ensure that Boston’s teens are “getting ready, getting in, getting through and getting connected.” Now dozens of Massachusetts colleges and universities are participating. The stakes are high: studies show that college graduates typically earn \$1 million more over a lifetime than those who do not hold postsecondary degrees—and jobs in the Commonwealth put a high premium on advanced degrees.



Success Boston pairs students with coaches.

A crucial factor in the initiative’s success has been its coaching model, which pairs students with coaches beginning in high school and continuing on through college, helping them navigate everything from coursework to financial aid. Each year, Success Boston coaches work with 350 graduates, particularly low-income students of color who are at the greatest risk of not completing college. Coaching has increased annual persistence rates significantly, particularly for students of color. Completion rates are also rising, and by 2014, students who enrolled in college from the Class of 2007 had a graduation rate of nearly 50 percent. In 2014, the Boston Foundation won a five-year, \$2.7 million federal Social Innovation Fund grant to replicate and expand the Success Boston coaching model to 1,000 BPS graduates each year.



In 2011, BATEC was named a National Center of Excellence for Computing and Information Technologies.

BATEC

Broadening Advanced Technological Education Connections (BATEC) at the University of Massachusetts Boston was founded in 2002 to create a career-focused technical pathway for students from high school through university. “We were trying to develop a strong regional presence for information technology (IT),” says Deborah Boisvert, Executive Director. A \$50,000 grant from the Boston Foundation underwrote training for a group of faculty at the secondary, community college and university levels to become certified database instructors, resulting in new database programs at three community colleges. BATEC soon obtained National Science Foundation funding and became a regional Center of Excellence that connected UMass Boston, the Boston Public Schools, seven community colleges and 30 K-12 districts throughout Eastern Massachusetts. In 2011, BATEC was named a National Center of Excellence for Computing and Information Technologies and scaled its work in Boston to serve Chicago, San Francisco and Las Vegas.

Coalition FOR Community Colleges

In 2012, a group of business and community leaders began lobbying for reforms that would better align the state’s 15 community colleges with the needs of a 21st-century workforce. The need was urgent: Massachusetts faced a skills gap that had left more than 100,000 middle-skill jobs unfilled while nearly 250,000 residents were unemployed and unqualified to do them.

A Boston Foundation report titled *The Case FOR Community Colleges* had documented the problem and suggested reforms, many of which were embraced by Governor Deval L. Patrick and included in his 2012 “State of the State” address. The governor proposed legislation that would invest more money in the 15 institutions in exchange for reforms to make them more responsive to the workforce-development needs of employers. The funding formula would reward achievement and innovation while eliminating redundancies and ineffective programs.

In response to the Governor’s call to action, the Boston Foundation created and convened the Coalition FOR Community Colleges to advocate

for the legislation. The Coalition grew to include more than 65 business, civic, education and community-based organizations, and was instrumental in getting the governor's reforms included in the 2013 state budget, with \$11 million in increased support for the community colleges. The funding formula and governance changes advocated by the Coalition were maintained in successive state budgets, leading to new partnerships between the business and civic community and its community colleges. In 2014, the Boston Foundation awarded its first Deval Patrick Prize for Community Colleges to acknowledge the former governor and the effect his reforms continue to have on the community college system.

There was an urgent need to fill a skills gap in Massachusetts.



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Health & Wellness



Hospitals and Community Health Centers



Brigham and Women's Hospital

In 1963, the Boston Foundation decided to cease funding the routine operations of the city's hospitals and instead make selective grants for "major capital needs, for significant planning and demonstration projects and particularly for those projects affecting the community role of the hospital which may lead to improved ways of providing and financing medical care," according to that year's annual report.

In fact, the shift had begun two years earlier, when the Foundation gave \$50,000 to a Harvard Medical School committee considering ways of bringing the university's teaching hospitals together in "new and contiguous facilities." The committee developed a long-term plan for merging four of Harvard's teaching hospitals—the Boston Lying-In, the Free Hospital for Women, the Robert B. Brigham and the Peter Bent Brigham—into one entity and for building a new facility to house it.

In the early 1970s, the Boston Foundation made three grants totaling \$250,000 toward the construction costs of the new facility, which opened in 1980 as Brigham and Women's Hospital. "The potential significance for Boston of this cooperative effort by three of our eminent teaching hospitals ... seems unusually great," Boston Foundation director Fred Glimp wrote in 1970. The hospital, a teaching affiliate of Harvard Medical School, has had a distinguished record since then, logging medical firsts such as New England's first heart transplant in 1984, the nation's first triple organ transplant in 1995 and an unprecedented quadruple transplant in 2000.

Tufts Medical Center

Between 1961 and 1965, the Boston Foundation made \$105,000 in grants to underwrite the planning office of what became three years later the Tufts New England Medical Center (now Tufts Medical Center). "Imaginative and sophisticated plans were produced, distinguished among other things for their

Doctors in the surgical suite at Tufts Medical Center.



relevance to the needs of the South Cove [Chinatown] inner-city area where it is located,” noted a Boston Foundation annual report.

In 1968, three entities organized themselves as Tufts New England Medical Center to reflect their affiliation with Tufts University: the Boston Dispensary, which had been founded in 1796 by a group that included Paul Revere and Sam Adams, the Boston Floating Hospital for Children and the Pratt Diagnostic Clinic.

Tufts Medical Center, which includes the Floating Hospital for Children, is the principal teaching hospital for the Tufts University School of Medicine.



South Cove Manor

South Cove Manor was only a dream for Chinatown activists in the 1970s, when they began meeting to discuss the long-term care needs of Chinese-speaking elderly people in Boston. In 1980, the Boston Foundation granted the South Cove Nursing Facilities Foundation \$21,535 to develop a high-quality, culturally sensitive facility for the Asian elderly. The Foundation later contributed another \$120,000, and in 1985, South Cove Manor opened in Chinatown. It routinely won accolades for its high-quality care from state and federal agencies and was consistently

named one of the nation's top nursing homes by *U.S. News & World Report*. In 2014, South Cove Manor relocated its residents to a new facility in Quincy. "The Boston Foundation played a key role in the planning and launch of South Cove Manor," recalls Helen Chin Schlichte, a co-founder and President Emeritus of the Board. "We still remember and are grateful for the Foundation's thoughtful generosity at a critical time."



The Boston Foundation "had a vision of where health centers could go."

James W. Hunt Jr.

(Right) Well-baby visits are among the services community health centers provide.

Community Health Centers and the Massachusetts League of Community Health Centers

Responding to the scarcity of accessible health care for low- and moderate-income people, physician-activists H. Jack Geiger and Count D. Gibson Jr. established the nation's first community health center in a housing project at Columbia Point in the Dorchester neighborhood of Boston in 1965.

From that modest beginning grew the country's largest integrated primary-care network. The Boston Foundation was an early supporter of community health centers, providing funds to seven start-ups between 1970-74 in Allston-Brighton, Chelsea, East Boston, the North End, Revere, Somerville and Upham's Corner. The Foundation also provided \$50,000 in critical early support for the Massachusetts League of Community Health Centers, created in 1972 to represent and serve the needs of these providers.

Today, 889,000 Massachusetts residents—or one in eight—receive their health care through the 49 community health organizations operating at 285 sites around the Commonwealth. With their focus on preventive and prenatal health plus wraparound services to help ensure that all of a patient's needs are met, community health centers were the model for the Patient-Centered Medical Homes mandated by the Affordable Care Act. An impact analysis released in 2015 by the League found that the centers generate more than \$1 billion in annual savings for Massachusetts by reducing the need for expensive emergency room visits, hospitalization and higher-cost specialty care.

The centers were a risky investment in the early days. But the Boston Foundation "had a vision of where health centers could go," says James W. Hunt Jr., the League's President and CEO. "There were very few places that would take that kind of vision and turn it into action."



Alliances for Health Equity

“The [Boston] Foundation’s chief role was sending the signal to other philanthropies that this is something we should all be investing in.”

Larry Kessler

Boston AIDS Consortium

AIDS was still “the problem no one wanted to deal with,” says AIDS activist Larry Kessler, when the Boston Foundation stepped forward in 1988 with a planning grant of \$11,000 for the Boston AIDS Consortium, followed by continued support for that effort and numerous other AIDS-related programs.

Under the auspices of the Harvard School of Public Health, the Consortium brought health-care and human-service providers together with planners and policymakers from community, city and state agencies. From 1988 until 2005, the Consortium worked with more than 70 agencies to make sure that people affected by HIV/AIDS in Greater Boston got the services they needed to live healthy and productive lives.

This early support, along with other HIV/AIDS-related grants, “is something that the Foundation should be very proud of,” says Kessler, who was part of the consortium in his role as Executive Director of AIDS Action



(Upper Right) Activist Larry Kessler.

Remembering those who died of HIV/AIDS.



Committee from 1983-2007. “The Foundation’s chief role was sending the signal to other philanthropies that this is something we should all be investing in. It created a sense of momentum, and the city and state health departments, the governors and the mayor were also paying attention.”

In 2014, the state health department released a study showing that Massachusetts residents with HIV “are twice as likely as patients nationally to have the disease under control,” the *Boston Globe* reported, thanks to “near-universal health coverage and a robust network of social services.”

Removing environmental triggers reduces the need for asthma medications.



The Coalition was honored for its efforts to improve indoor air quality in the Boston Public Schools.

Boston Urban Asthma Coalition

Beginning with the flu epidemic of 1918, the Boston Foundation has provided major funding to fight disease and promote health and wellness. Over the years, it has targeted tuberculosis, polio, AIDS and infant mortality, along with the health-related effects of hunger and homelessness.

In 2001, the Foundation gave \$70,000 in start-up funding to the Boston Urban Asthma Coalition (BUAC), a consortium of residents, community organizations, government agencies, medical professionals and others who were alarmed by the rising prevalence of childhood asthma within the low-income communities of Boston.

Initially focused on improving the environmental conditions of public housing, the Coalition also began advocating to remove mold, pests and other asthma triggers from the city's schools. In 2011, the U.S. Environmental Protection Agency honored BUAC for its "exemplary efforts to improve air quality within Boston public schools." It is now a program of Health Resources in Action.

Health Care for All

In the early 1980s, after the state changed the way it reimbursed hospitals for uncompensated care, Rob Restuccia noticed a troubling trend. Private hospitals were “dumping” uninsured patients on public institutions like Boston Medical Center, where Restuccia was working.

“A small group of us got together in order to create an agenda for consumers and consumer organizations,” recalls former Health Care for All Executive Director Restuccia. The group, concerned about access to health care for the state’s most vulnerable residents, won \$50,000 in support from the Boston Foundation and developed the Health Care for All (HCFA) campaign. Since then, the Foundation has made regular grants to HCFA totaling more than \$1 million.

Thirty years later, HCFA advocates, educates and organizes for a comprehensive, affordable health-care system that serves everyone. It also offers

HCFA works for a health-care system that serves everyone.



hands-on assistance: its “HelpLine” fields as many as 40,000 calls a year from people who need insurance.

“There’s almost no issue in the state that’s important to consumers that Health Care for All has not been involved in one way or another,” says Restuccia. Referring to the organization’s key role in passing the Massachusetts health-care reform law, which laid the groundwork for the national Affordable Care Act, he adds: “Literally millions of people have gotten health coverage because of the work, and it wouldn’t have happened without Health Care for All.”

Healthy People/Healthy Economy Coalition

The Healthy People/Healthy Economy Coalition was created in November 2010 with an ambitious goal: make Massachusetts the preeminent state in the country for health and wellness.

Alarmed by soaring health-care costs that were crowding out public investments in education, public safety and other sectors essential for a vibrant future, the Boston Foundation invested \$125,000 in 2009 and joined with the Network for Excellence in

Health Innovation (NEHI) to launch a coalition of stakeholders who would work to stem the rising tide of preventable chronic illness and obesity in Massachusetts.

Since then, the Coalition has lobbied for public policies that would facilitate and encourage healthy behaviors and supported innovative community-based programs to encourage exercise and healthy eating. Each year since 2011, it has issued an annual report card documenting the Commonwealth’s progress on a number of key indicators such as healthy school meals, youth physical activity and transportation planning that promotes healthy living by design. While there has been some progress, the “grade” for 2014 remained a “C” and much work remains.



Innovation in Prevention

Samaritans



(Above) Samaritans sign at the Sagamore Bridge to Cape Cod.

(Below) A couple honors a loved one at a Samaritans event.

What began in 1974 as a suicide hotline staffed by 22 volunteers in the Arlington Street Church is now a Boston-based crisis center dedicated to reducing the incidence of suicide. “We estimate that since our doors opened, 2.5 million calls have been answered, more than 4,500 volunteers trained and tens of thousands of grieving individuals supported and educated and countless lives saved,” says former Executive Director Roberta Hurtig.

The organization was founded as the Samaritans of Boston by the late Monica Dickens, a great-granddaughter of the author Charles Dickens, who told the *Boston Globe* that “Without seed money from the Boston Foundation, we couldn’t possibly have made it.” The Foundation gave Samaritans \$10,000. The organization provides 24/7 crisis services through six different phone lines as well as texts and online chats.

It hosts support groups for those who have lost someone to suicide and offers suicide-prevention training and workshops in schools and other organizations.

Health Leads

What if doctors could treat the whole patient—not just the illness—by prescribing essentials such as food or heat along with antibiotics or painkillers? That was the question that led college student Rebecca Onie to create Health Leads (then Project HEALTH) in 1996.

Working with Dr. Barry Zuckerman, Chief of Pediatrics at Boston Medical Center, Onie set up a “help desk” in the Pediatric Clinic’s waiting room and staffed it with student “Advocates.” Doctors would “prescribe” nonmedical resources like job training, child care and housing to families in need and the Advocates would connect them to community resources or public benefits.

“In making that investment, the Foundation not only birthed Health Leads but a whole new kind of health-care delivery.”

Rebecca Onie
(Above, far right)

Since then, Health Leads has expanded into seven U.S. cities with 1,000 college volunteers serving more than 13,000 patients each year.

The organization envisions a health-care system that addresses all patients’ basic resource needs as a standard part of quality care. As a result, it is now building partnerships with large health-care systems around the country, including Partners Healthcare in Massachusetts, which cares for more than 100,000 publicly insured Medicaid patients annually.

Onie, who has since received a MacArthur Foundation “genius” award and has been honored many times as a social entrepreneur, said: “When we began, we were convinced that others would—of course—have the same dream for health care as we did. So just after I graduated from college, I submitted a \$24,000 request to the Boston Foundation. Sure enough, they funded it, and in making that investment, the Foundation not only birthed Health Leads but a whole new kind of health-care delivery.” Since its initial investment, the Foundation has made some \$300,000 in grants to Health Leads.



Playworks Massachusetts

One of the ways in which the Boston Foundation supports health and wellness is through Playworks, a California-based nonprofit that facilitates physical activity in schools. With a major grant from the Boston Foundation,

Children twirl hula hoops during a recess coached by Playworks.



Playworks first brought its playground coaching program to a few public schools in low-income Boston neighborhoods in 2006. Since then, the Foundation has provided close to \$1 million in support to Playworks, which now serves more than 15,000 students in 28 Massachusetts schools.

The program works through a powerful system of play that is making a daily difference where it is most needed. Playworks places full-time coaches in elementary and middle schools, where they build

“We’ve been able to fully engage the Foundation as thought partners and that has created a relationship where our growth has informed each other’s work.”

Max Fripp

games and physical activity into a positive school environment, offering opportunities for healthy play during recess and throughout the school day.

With childhood obesity and Type 2 diabetes on the rise, Playworks not only helps kids get the recommended 60 minutes of daily physical activity, it makes them better able to concentrate on their academics, promotes positive behaviors and less bullying, and facilitates up to 36 extra hours of learning time through less classroom conflict and shorter transitions after recess, says Max Fripp, Executive Director of Playworks in Massachusetts. “It can be easy to have philanthropy feel like a transaction, but we’ve been able to fully engage the Foundation as thought partners and that has created a relationship where our growth has informed each other’s work. That is a really lucky position to be in.”

Mass in Motion

Mass in Motion is a statewide effort to promote wellness and to prevent obesity in Massachusetts by promoting the importance of healthy eating and active living. A public-private partnership administered by the Massachusetts Department of Public Health, Mass in Motion works with towns and cities, schools, child-care centers and businesses to create changes that make it easy for people to eat better and move more.

Philanthropic support from the Boston Foundation helped Mass in Motion make \$60,000 grants to 10 municipalities in 2009 for “community-based interventions to encourage healthy eating and active living,” says Lea Susan Ojamaa, Director of the Division of Prevention and Wellness at the Department of Public Health.

Since then, the Foundation has invested more than \$400,000 in Mass in Motion and the state has leveraged these philanthropic dollars to obtain additional state funding and federal dollars. In 2014, there were 27 Mass in Motion programs covering more than 60 municipalities across the Commonwealth. Initiatives include community-level changes such as bike lanes, keeping school gyms open at night for residents and “complete streets” planning that incorporates the needs of pedestrians and bikers into road projects. Thanks to Mass in Motion, many SNAP (food stamp) recipients can use their benefits at farmers’ markets and are seeing healthier food choices available at restaurants and grocery stores.

With guidance from a Mass in Motion initiative, this couple added more healthy options to the grocery store they manage in Dorchester.



Housing & Community Development

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Housing & Community Development

Housing Developers

The Community Builders

The Community Builders was founded in the mid-1960s by a man many consider to be the father of community-based housing development in Boston, Bob Whittlesey. In 1963, Boston Foundation Director Bill Bender awarded a \$75,000 grant for “a pioneering experiment to find out whether substandard housing can be rehabilitated to rent at prices which low-income families can afford.” That experiment was a success. Its name was South End Community

Development, the first community development corporation in Boston.

“I remember the award letter,” Whittlesey said, noting that it read, “In making this grant, the Foundation realizes that there is no assurance that the goal of the project will be achieved. Nevertheless, we believe that the problem with which this new enterprise



The Community Builders believes high-quality housing is a platform for opportunity.

is concerned is of vital importance to the future of Boston.”

In 1988, the organization changed its name to The Community Builders, Inc., today one of the nation’s largest nonprofit development corporations. Since 1964, it has used financing from public and private sources to develop 23,300 apartments in 14 states and the District of Columbia. In recent years, the Foundation has made some \$300,000 in grants for Boston-related projects.

Dancers entertain the crowd at an IBA festival.



Inquilinos Boricuas en Acción (IBA)

IBA was one of the first Community Development Corporations in Massachusetts.

In 1968, activists from the Puerto Rican community successfully stared down the bulldozers that were planning to raze a Latino enclave in the South End as part of the urban renewal then under way in Boston. They succeeded in wresting control of the parcel from the Boston Redevelopment Authority, winning the right to redevelop the community themselves.

That year, with a \$25,000 grant from the Boston Foundation, the nonprofit Inquilinos Boricuas en Acción (Puerto Rican Tenants in Action, or IBA) became one of the state's first community development corporations. It created the Villa Victoria complex—a neighborhood of 435 units of affordable housing with a child-care center, supportive services, retail space, a community technology center and a Center for the Arts that showcases Latino art and culture. Since its founding, IBA has produced more than 1,000 units of housing and empowered thousands of low-income people through education, supportive services and workforce development and technology training. The Boston Foundation has been there all along, making grants of more than \$1.5 million to IBA in the past 25 years alone.



Urban Edge and its partners are transforming Jamaica Plain's Jackson Square.

Urban Edge

The Urban Edge Housing Corporation was founded in 1974 with a mission to develop and sustain stable, healthy and diverse neighborhoods. It began renovating abandoned properties for first-time, low-income homebuyers and quickly moved to preserve affordable multifamily buildings in Jamaica Plain, Roxbury and nearby neighborhoods as the Boston housing boom began displacing low- and moderate-income residents.

The community development corporation went on to build or renovate hundreds of units of affordable housing, develop Egleston Center and other commercial property in Roxbury, and is part of a public-private partnership transforming 11 acres of land near the MBTA Jackson Square stop into a mixed-use, mixed-income development. The partners have already built 103 units of housing at 225 Centre Street and Jackson Commons is under construction, with 37 new apartments, retail and office space and community facilities that include a neighborhood learning center. Urban Edge also runs a youth jobs program and offers financial coaching, resident services and homebuyer training courses.

The Boston Foundation was there at the beginning with a \$25,000 start-up grant in 1975 and has invested another \$550,000 since then. Between 2005 and 2007, the Foundation also provided \$300,000 in grants for community engagement and predevelopment costs related to Jackson Square.

LISC Boston

The Local Initiatives Support Corporation (LISC) was founded in 1979 with funding from the Ford Foundation and several major corporations. Based in New York, it was intended to support and nurture community development initiatives in cities around the country. But a 1982 meeting among LISC President Mike Sviridoff, LISC Program Officer Michael Rubinger and Geno A. Ballotti, who was then the Boston Foundation's Director, changed LISC's model forever.

"Ballotti felt Boston had a need for what we were bringing, which is basically capital and technical assistance to help community groups revitalize their neighborhoods," recalls Rubinger, who is now LISC's President and CEO. "But he wanted a program that focused only on Boston, and he said, 'If you will do that, we will raise \$500,000.' We said if he could do that, we would match it

LISC Boston provides financing and technical support for affordable housing and economic development.



Safe, affordable housing is vital to family health and stability.

and create a \$1 million fund and staff it with me.”

Ballotti put up \$250,000 and persuaded William Edgerly at State Street Bank and Trust Co. to help him raise the rest. They did, and from that moment forward, LISC had a new operating paradigm: Go to other cities, find partners to raise funds, create an advisory committee of stakeholders, and open a local office.

“It was the Geno Ballotti model, and it’s been very successful,” says Rubinger. LISC is now operating in 30 cities and in rural areas in 33 states. It has built or rehabilitated 320,000 units of housing, 40 health clinics, 35 supermarkets and 200 charter schools—all in low-income neighborhoods, says Bob Van Meter, Executive Director of LISC Boston. During the past 30 years alone, the Foundation

has made grants totaling \$8 million for LISC programs and initiatives.

Metropolitan Boston Housing Partnership

Metropolitan Boston Housing Partnership (MBHP) is an “early and conspicuous example of Boston’s flair for collaboration in the cause of community development,” Alexander von Hoffman writes in *House by House, Block by Block*.

In the early 1980s, a group of concerned citizens came together to address the declining availability in Boston of decent, safe, affordable housing for individuals and families with low and moderate incomes. The organization, established in 1983 as the Boston Housing Partnership, was built on a community based strategy. Founded by business, government and community development leaders—particularly William Edgerly, then CEO of State Street Bank and Trust Co.—the partnership’s goal was to arrange financing and revitalize and stabilize crumbling neighborhoods by creating a critical mass of quality affordable housing. Among the first funders was the Boston Foundation, which made a \$200,000 grant in 1983 and has invested more than \$2.4 million since.

Using federal block grants and private funds, MBHP enabled community development corporations (CDCs) to renovate between 1,500 and 2,000 units of affordable housing in the early years, establishing the CDCs as viable entities in the eyes of business and traditional funders.

In 1991, BHP merged with Metropolitan Boston Housing, Inc., and began adding more programs to help prevent homelessness and to re-house homeless families. Today, MBHP is able to offer a virtual single stop for residents seeking housing assistance and serves 32 communities in Greater Boston.

Neighborhood Development Support Collaborative

The NDSC “took CDCs from an interesting idea to a growing concern.”

Bob Wadsworth

The Neighborhood Development Support Collaborative was a group of foundations and other funders that provided operating support and technical assistance to community development corporations (CDCs) between 1986 and 2000.

CDCs were a relatively new and untested concept in Massachusetts when the Boston Foundation, United Way of Massachusetts Bay and Merrimack Valley and the Ford, Boston Globe, Hyams, Clippership and Riley foundations formed the collaborative—the first of its kind in the nation. The members thought that CDCs needed a guaranteed funding stream in order to build capacity and professionalism, so they pledged \$250,000 to individual CDCs over a five-year period provided certain performance metrics were met. The program was administered by LISC Boston. “This took CDCs from an interesting idea to a going concern,” says Bob Wadsworth, who was an Assistant Director of the Boston Foundation at the time.

In its first five years, the Collaborative played a major role in increasing the capacity of participating CDCs to provide affordable housing (2,000 new units were built), manage a larger portfolio of properties and respond to other resident and community needs and opportunities, according to an evaluation by MIT. The model was later adopted by a number of other U.S. cities. Between 1986 and 2000, the Boston Foundation’s investment totaled \$1.35 million.

CDCs develop housing and commercial properties to transform struggling neighborhoods.



Fairmount/Indigo Line CDC Collaborative

Dorchester Bay Economic Development Corporation • Codman Square Neighborhood Development Corporation • Southwest Boston Community Development Corporation



The Collaborative works to promote transit equity and foster community development along the Fairmount/Indigo corridor.

After activists won commitments for new stations along the Fairmount Commuter Rail Line, slashing hour-long bus rides to 10- to 15-minute commutes, they began wondering if better access to public transit would spark speculation and gentrification. Could something be done to benefit the residents of Dorchester, Roxbury, Mattapan and Hyde Park who desperately needed jobs and safe, affordable housing?

A \$40,000 Boston Foundation grant in 2004 funded a visioning and planning process that united several local community development corporations (CDCs) as the Fairmount/Indigo Line CDC Collaborative. Their goals: promote transit equity, foster sustainable development, increase economic opportunities, create a Fairmount Greenway and empower local residents and youth.

With ongoing annual operating support from the Boston Foundation and additional funds from many sources, the

Collaborative's member CDCs have already purchased 33 distressed or vacant properties, built or renovated 800 units of affordable housing, and begun a number of affordable and mixed-income housing developments. They have also created an eco-innovation district near the Talbot Avenue station and procured \$14.5 million in financing to bring new businesses into the area.

"We applied the fundamentals of community organizing—that organized people and organized money build power," says Jeanne Dubois, former Executive Director of the Dorchester Bay CDC, which is part of the Collaborative. "Without the Foundation's early support, we would not have reached this level of transformation." In addition to giving nearly \$1.3 million to the Collaborative, the Boston Foundation has contributed some \$20 million to strengthening all of the corridor's neighborhoods.

Resource Builders

Boston Community Capital

Boston Community Capital (BCC) has invested more than \$1 billion since 1985 to create housing, jobs and opportunities in communities where low-income people live and work. Motivated by the belief that people with limited financial resources are entitled to the same expertise and expectations of excellence as their wealthier neighbors, BCC invests in projects that build or preserve affordable housing; provide access to education, health care and healthy foods; and conserve natural resources.

Boston Community Capital encourages the development of homegrown businesses, like Roxbury's City Fresh Foods.





BCC invests in renewable energy for the affordable housing and nonprofit sectors.

MAHA educates and mobilizes on behalf of affordable housing.

BCC was founded in 1985 with a \$3,500 grant from the Social Action Committee at Old South Church. The Boston Foundation became involved a few years later, with a \$150,000 loan to help it restructure its portfolio during a housing downturn. “From the early days when we were a small and struggling nonprofit, the Boston Foundation has been a key partner,” says CEO Elyse Cherry. “Every time we tried to think about a new financial service the community needed, the Foundation was right there.” Over the years, the Foundation has given or loaned BCC more than \$800,000.

One of BCC’s signature programs is the SUN (Stabilizing Urban Neighborhoods) Initiative, which was created during the Great Recession to respond to the devastation caused by predatory lending and foreclosures in low-income neighborhoods. Launched in 2009 with seed money from the Boston Foundation, SUN has provided more than \$80 million in mortgage financing to help more than 500 Massachusetts families avoid foreclosure and remain in their homes.

Massachusetts Affordable Housing Alliance

Owning a home has always been part of the American dream, and the Massachusetts Affordable Housing Alliance (MAHA) has been working for 30 years to help make that possible for everyone.

The Alliance was founded in 1985 by a group of organizations concerned about the lack of affordable housing and the related problem of homelessness. The \$20,000 donated by the Boston Foundation in 1986 was its largest early grant, says Executive Director Thomas Callahan, and it helped launch the Alliance’s efforts to educate and mobilize on behalf of more affordable housing. One of the ways it does this is through homeownership classes, where more than 23,000 prospective buyers to date have learned the fundamentals of buying and owning a home.

After a 1989 Federal Reserve study documented racial disparities in home lending, MAHA joined with public officials, bankers and community groups to create the “ONE Mortgage,” which targeted people in communities that had previously been redlined by lenders. Some 18,000 people—half of them people of color—have obtained the loans. It helped develop the 2013 Massachusetts



The tireless work of many housing nonprofits makes the American dream more accessible to all.

Homeownership Compact, which united financial institutions, the governor, MassHousing, the Massachusetts Housing Partnership and others around a goal of providing mortgage loans for 10,000 first-time homebuyers with incomes below the area median.

Home Funders

Family homelessness had reached crisis proportions in 2002, when more than 10,000 families in Massachusetts lacked permanent housing and every bed in state-funded homeless shelters was full. In response, a group of concerned foundations formed Home Funders, a funding collaborative that aimed to increase production of housing that would be affordable to homeless and other extremely low-income (ELI) families.

The Boston Foundation was there at the beginning with a \$2.6 million program-related investment (PRI)—a 10-year loan at one percent interest, which along with PRIs from other local philanthropies and the corporate community brought significant new resources to the field. Home Funders made low-interest loans to affordable housing developers who agreed to set aside at least 20 percent of the units in their projects for ELI families. To date, Home Funders



Foreclosures contribute to crime and blight.

has raised \$22 million and used it to leverage more than \$300 million in public and private resources. Some 1,121 homes for ELI families have been financed as a result and hundreds more are in the pipeline.

Neighborhood Stabilization Loan Fund

When the foreclosure crisis first hit in 2008, the Boston Foundation funded a task force to find ways to respond. The result was the five-year, \$22 million public-private Neighborhood Stabilization Loan Fund (NSLF) announced by Governor Deval L. Patrick on July 1, 2008.

The Boston Foundation was there from the start with a \$2 million program-related investment (PRI)—a loan that was repaid in full in 2013—and other funders were the state Department of Housing and Community Development, the Massachusetts Housing Partnership, the Massachusetts Housing Investment Corp., the Hyams Foundation and Living Cities. The fund provided working capital and construction loans to community development corporations, other nonprofits and private developers statewide. Leveraging federal and state funds, the NSLF provided loans to stabilize 128 units of housing in 46 Boston locations and contributed to the turnaround of 751 units statewide.

Family Independence Initiative, Boston

“The stigma of low-income people is that all of them are lazy,” says Jesús Gerena, Director of the Family Independence Initiative (FII) in Boston. “Actually, they’re the working poor. They’re working to get over that line, and if a car breaks down or they lose a job, they slip back in. If they don’t have the means to be able to be supported through those emergencies, they’re stranded.”

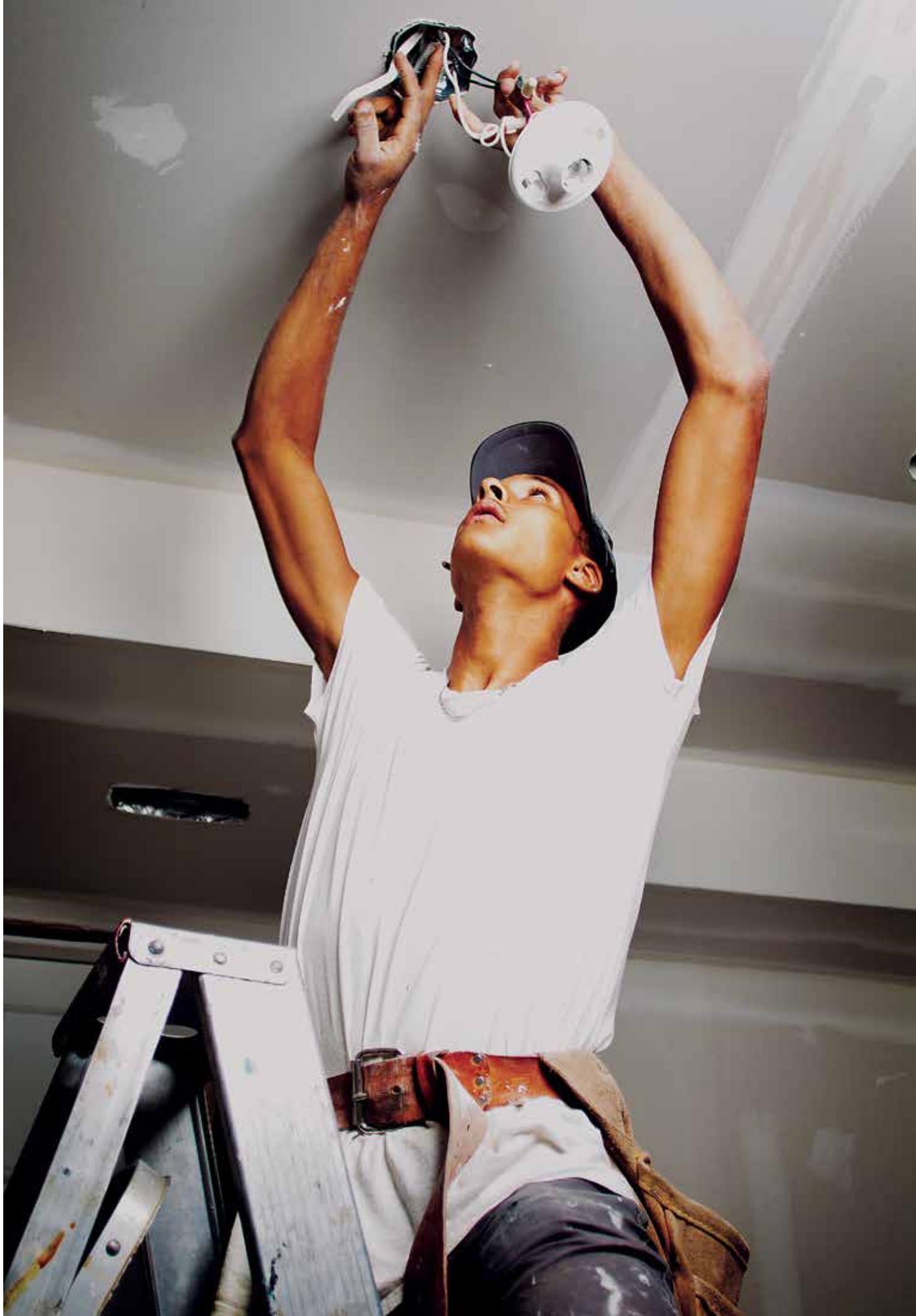
Believing that poor people can gain economic security and find their own solutions to their challenges—much like waves of immigrants have done for years—FII sets up networks of families who meet regularly, tackle problems as a group and encourage one another to meet goals. Participants earn up to \$2,000 a year by recording their progress and initiatives in a cloud-based journaling system and they can obtain 2-to-1 matching funds for up to \$1,000 in savings each year. These measures mimic the wealth-building incentives available to higher-income groups.

Members of Family Independence Initiative networks encourage one another to meet their goals.

Founded in Oakland, CA, in 2001, the Initiative came to Boston in 2010 with critical early support from several sources, including a \$450,000, three-year commitment from the Boston Foundation to start FII networks in Dorchester, Roxbury and East Boston. The initial 35 households have now grown to more than 700, and Boston Foundation support has grown too—totaling some \$700,000.

“Boston was our first site away from the West Coast,” says Gerena, “and the Boston Foundation was one of the four key partners that helped us get started. Everybody at the Foundation really took the time to learn and understand.”





Public Policy Alliances

Citizens' Housing and Planning Association

As part of its growing commitment to affordable housing, the Boston Foundation made a grant of \$35,000 in 1967 to help launch Citizens' Housing and Planning Association (CHAPA). CHAPA is a statewide umbrella organization for developers, public officials, lenders, tenants and others involved in the

production and preservation of housing that people of low and moderate incomes can afford.

"The Boston Foundation's steadfast support has been one of the reasons CHAPA has been able to grow into such a successful housing advocacy organization and be seen as a leader in housing and housing policy issues," says Executive Director Brenda Clement. CHAPA's recent notable accomplishments include helping to successfully defend the state's affordable housing law, known as Chapter 40B, against



Janus Highlands, an affordable apartment complex in Chelsea.

a ballot initiative in 2010, and working for passage of a \$1.4 billion housing production and preservation bond bill in 2013.

Massachusetts Association of Community Development Corporations

Given the Boston Foundation's passionate commitment to affordable housing, it was not surprising that it made a \$30,000 start-up grant in 1982 to the Massachusetts Association of Community Development Corporations (MACDC), the first organization of its kind in the country. The Association now represents about 90 CDCs, which work with residents and businesses to improve communities by building homes, helping businesses grow and engaging residents.

It wasn't long before MACDC quickly became a presence at the State House, lobbying for affordable housing and economically vital neighborhoods. Over the years, it successfully backed legislation to prevent lead paint poisoning;

(Left) Community Development Corporations transform neighborhoods one building at a time.

reclaim and develop contaminated sites known as brownfields; and sell bonds to raise more than \$1 billion for affordable housing. In 2012, it won passage of the Community Investment Tax Credit, which is expected to generate \$66 million for CDCs by 2019.

“The Boston Foundation was critical to MACDC when it started and it remains a vital partner today,” says MACDC President Joe Kriesberg. “Over our 33 years of service, it has provided information and wisdom in addition to the funding that ensures we can continue to carry out our mission.” Boston Foundation grants to MACDC total almost \$1.6 million over the past 25 years alone.

The Boston Foundation “helped us collaborate, innovate and achieve groundbreaking legislation.”

Eleanor White

Commonwealth Housing Task Force

After publishing a 2002 research report that documented how rising rents and soaring home prices were threatening the economic competitiveness of Greater Boston, the Boston Foundation convened the Commonwealth Housing Task Force (CHTF) in 2003. This group of affordable housing advocates, real estate developers, public officials, business leaders and academics has been working to alleviate the state’s housing crisis ever since.

A 2003 report commissioned by the Task Force and underwritten by the Foundation provided the intellectual underpinning for the state’s 2004 Smart Growth Zoning and Housing Production Act (Chapter 40R), which encourages cities and towns to zone for dense, mixed-use developments near public transit, in town centers, or on underutilized property in exchange for financial incentives and control over project design. When local officials raised concerns about the cost of educating the children who would live in the new homes, the Task Force prepared a second report that outlined the solution adopted by the Legislature in 2005, Chapter 40S. This law provides additional state aid for local schools in Chapter 40R districts. To date, 33 municipalities have adopted Chapter 40R Smart Growth Zoning districts that can support production of 12,350 units of multifamily housing.

The Task Force continues to work to establish an ongoing reliable source of funding for the Commonwealth’s Smart Growth Housing Trust Fund, educate developers about the benefits of Chapters 40R and 40S, and begin new initiatives to focus on the need to greatly increase the number of housing units in the city of Boston, particularly for middle-income residents. The Boston Foundation



has contributed more than \$750,000 over the years toward its work and the production of an annual *Greater Boston Housing Report Card* by Barry Bluestone, the director of the Kitty and Michael Dukakis Center for Urban and Regional Policy at Northeastern University.

“I can think of no more important ingredient in the success of the Task Force than the ongoing support of the Boston Foundation,” says Co-Chair Eleanor White, President of Housing Partners, Inc. “It put its trust in an untested coalition convened around a controversial topic and helped us collaborate, innovate, advocate and achieve groundbreaking legislation and on-the-ground change throughout the Commonwealth.

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Human Services



Support for Individuals and Families

United South End Settlements

The mission of United South End Settlements (USES) is to build a strong community by improving the education, health, safety and economic security of low-income individuals and families in Boston's South End/Lower Roxbury.

Originally founded as South End House in 1891, United South End Settlements (USES) was incorporated in its current form in 1960, following the merger of several of Boston's first settlement houses: South End House, Hale House, Lincoln House, the original Harriet Tubman House and the Children's Art Centre. The Boston Foundation supported all of the original settlement houses from its earliest years and provided USES with tens of thousands of dollars in the early 1960s to merge their operations and programs. Today, USES serves more than 3,000 individuals every year through a wide range of programs and services, with the goal of supporting people of all ages and backgrounds.

Action for Boston Community Development

When federal funding began flowing into cities across the country in the 1960s, the Boston Foundation worked closely with city government and civic and business leaders to take advantage of the new resources. Together, they created Action for Boston Community Development (ABCD) with the goal of guaranteeing that low-income people had a voice in making the decisions that were affecting their neighborhoods and lives.

With grants totaling \$400,000 between 1961 and 1963, the Foundation supported the new agency's concept of "Area Planning Action Councils" elected by local residents to help set policies for the allocation of federal funds in their communities. Within a year, the Foundation's investment attracted Ford Foundation funding and ABCD became Boston's official anti-poverty agency.

Today, through a network of Neighborhood Service Centers, ABCD operates a vast array of programs to strengthen individuals and families from preschool through career development. ABCD also works to provide access to affordable



ABCD's services extend from preschool to workplace.

housing and health care and supportive services for senior citizens. As the largest human services agency in New England, it serves thousands of low-income people across the city every year.

Roxbury Multi-Service Center

Roxbury Multi-Service Center was one of the first social-service agencies in Boston when it opened its doors on January 4, 1965 as a demonstration project of Action for Boston Community Development (ABCD).

The country was wrestling with “poverty, racial inequality and urban unrest,” Executive Director Carole Montgomery wrote in the organization’s 50th anniversary program in 2014, and the needs in the predominantly black and low-income neighborhood of Roxbury were great. Operating out of a third-floor apartment on Blue Hill Avenue, the agency’s small staff helped people find jobs, procure decent housing, obtain mental-health services and get legal assistance. They also helped residents organize to advocate for themselves, a model that others replicated elsewhere. In three years, they helped 22,400 people—more

Education programs are among Roxbury Multi-Service’s offerings.





than one-fifth of the 100,000 people living in the Center’s service area—and Roxbury Multi-Service Center became a permanent agency.

The Boston Foundation provided early direct support and ongoing funding totaling \$592,000 over the years. Roxbury Multi-Service Center now serves hundreds of families each year at three locations, providing services in behavioral health, education and supportive housing.

Bridge Over Troubled Waters



The Bridge van provides mobile medical services for homeless teens.

Bridge Over Troubled Waters was founded in 1970 by a group of nuns who had been ministering to homeless and often drug-involved youth on the Boston Common and in Cambridge. Realizing that the teens had needs that traditional social-service providers could not meet, Sister Barbara Whelan and other members of the Sisters of St. Joseph created Bridge, a non-denominational organization that provides a continuum of age-appropriate services for 14-to-24-year-olds who are homeless and on the streets due to abuse and neglect.

In 1971, the Boston Foundation granted \$10,000 to the agency and went on to give several hundred thousand more. Since its founding, Bridge has helped more than 85,000 runaway and homeless youth leave the streets and become self-sufficient. Each year, it serves more than 3,000 youth with emergency drop-in services, overnight accommodations, medical and dental care, counseling, education and career services and long-term transitional housing. Bridge Over Troubled Waters operates the city’s only youth emergency shelter and a wintertime warming shelter. Its trademark mobile medical van is often parked on the Boston Common, where youth can easily access free and confidential medical services and referrals.

Victory Programs

(Left) Victory Programs helps its clients stabilize their lives and connect to housing, health care and jobs.

Jonathan Scott was an 18-year-old college student in 1975, when he began volunteering at Victory House, a residential alcohol-treatment center in the South End for veterans and people with mental illness. Now Scott is the CEO and Executive Director of Victory Programs, a multiservice agency that operates 19 programs in 30 facilities for people who are homeless, addicted to drugs or alcohol or living with HIV/AIDS.

“From day one, our bright red door in the South End became a symbol for the community,” Scott says. “They knew to go to the place with the red door, because we’ll take anyone, no matter what their background, issue or problem. Now all of our programs have ‘red doors.’ We meet people where they are and we treat them as individuals.” Each year, Victory Programs serves more than 2,600 people, helping them stabilize their lives and become self-sufficient through access to housing, health care and employment.

A Boston Foundation grant of \$10,000 in 1978 enabled Victory Programs to buy the South End property it had been leasing from the American Rescue Workers for three years—an investment “that started us on a path of opening doors of recovery and hope for thousands of people,” Scott recalls. The organization also received an “Out of the Blue” \$100,000 award for organizational excellence in 2010, along with about \$500,000 in other Boston Foundation grant support.

GreenLight Fund

When John Simon and Margaret Hall were looking to start an organization that could bring best-in-class nonprofits to the city, they consulted with the Boston Foundation.

“We were interested in transforming the lives of children and families in high-poverty urban areas, and the Foundation was able to provide a broad view

The GreenLight Fund has brought high-impact nonprofits like the New Teacher Center to Boston.



of critical needs in Boston, an understanding of the organizations already doing the work, and knowledge of what the gaps might be,” says Executive Director Margaret Hall about those early days in 2004.

Simon, a venture capitalist and social entrepreneur, and Hall, a longtime nonprofit professional, founded the GreenLight Fund and received \$400,000 in funding from the Boston Foundation between 2005-08. “It was the first and the biggest institutional contribution we received, and for several years it was the largest,” says Hall. Since then, the Fund has brought nine high-impact organizations to Boston, reaching 35,000 people in the city each year through nonprofits that help low-income families move out of poverty, prepare children to enter kindergarten with strong literacy skills and connect community college students with the financial benefits and resources they need to stay in school.

In 2012, the GreenLight Fund expanded to Philadelphia and the San Francisco Bay Area and received a \$5 million federal Social Innovation Fund award from the Corporation for National and Community Service. It opened a branch in Cincinnati in 2015.

Private investors provide capital for social-service programs in Social Finance’s “Pay-for-Success” model.

Social Finance

As governments cope with revenue shortages and increased demand for social services, many are experimenting with a new financing tool in which taxpayers pay only for successful outcomes. Under the Pay-for-Success model, private investors—not government agencies—provide capital for social service programs. Public funds are disbursed only after an independent third party confirms that the desired outcomes have been achieved.

In 2011, the Boston Foundation made a \$100,000 grant to Social Finance, Inc., a Boston-based pioneer in the Pay-for-Success movement and an affiliate of the United Kingdom’s Social Finance, Ltd. “Paul Grogan [Boston Foundation President and CEO] was one of the first people I told about this innovative funding model,” recalls Co-Founder and CEO Tracy Palandjian. “The Foundation shared our vision and its support has helped to catalyze a whole new industry.”

Social Finance designs, structures, prices and negotiates contracts among the government, service providers and investors, finding investors to provide working capital and overseeing how service providers carry out the projects. It also provides ongoing investor relations and performance management services to see that the desired outcomes are achieved.

Access to Food and Shelter

The Greater Boston Food Bank

In 1981, with a grant of \$20,000, the Boston Foundation helped The Boston Food Bank move from its original site in a church basement to a 10,000-square-foot warehouse. Two years later, as the organization expanded its work, the Foundation supplied \$100,000 toward a move to a yet larger facility.

The Greater Boston Food Bank (GBFB) is now the largest hunger-relief organization in New England, providing healthy food to 550 member agencies in Eastern Massachusetts from its state-of-the-art Yawkey Distribution Center in the Newmarket section of Boston.

In 2014, GBFB distributed 51 million pounds of food and grocery products—including 13.5 million pounds of fresh produce—enough food for more than 42 million nutritious meals. Over the years, the Boston Foundation has contributed more than \$700,000 to support GBFB’s programs and operations. Catherine D’Amato, President and CEO, calls the Foundation “a critical partner in helping to end hunger here in Boston.”

“The Boston Foundation is “a critical partner in helping to end hunger here in Boston.”

Catherine D’Amato

Massachusetts Housing and Shelter Alliance

Too often, the response to homeless men and women is to find emergency shelter for them. But that’s expensive and temporary—not a long-term solution that enhances the lives of the Commonwealth’s most vulnerable residents.

Since 1988, the Massachusetts Housing and Shelter Alliance (MHSA) has been working to end homelessness. One of its key achievements is Home & Healthy for Good, a much-lauded program that began in 2006 with a \$20,000 grant from the Boston Foundation, a regular funder that has donated hundreds of thousands of dollars to MHSA over the years. The program’s model is known as “Housing First”—getting chronically homeless people into a stable living situation. Then they can address their health needs, obtain vocational and life-skills training or receive other services. The Legislature has funded the program since 2007, allowing MHSA to move 766 homeless adults into permanent



Volunteers at The Greater Boston Food Bank pack orders for member agencies.

housing where they receive supportive services. MHSA estimates the savings to the state to be \$9,118 per person per year.

“We wouldn’t be here without the Boston Foundation,” says MHSA President and Executive Director Joe Finn. “And it has been part of the larger story of systemic change around the issue of homelessness.”

On Behalf of Newcomers

Massachusetts Immigrant & Refugee Advocacy Coalition

The Massachusetts Immigrant and Refugee Advocacy Coalition (MIRA) is the largest organization in New England promoting and enhancing the rights and integration of people born in other countries. It offers policy analysis and advocacy, grassroots organizing, training and more on behalf of the Commonwealth's one million foreign-born residents.



MIRA advocates for the Commonwealth's foreign-born residents.

But in 1987, when the Boston Foundation made a \$25,000 start-up grant, MIRA was just a dream scribbled on napkins by founder Muriel Heiberger and a few friends. Their vision: a member-driven coalition that would work for the interests of all immigrants and refugees in Massachusetts in the wake of a 1986 law that legalized three to five million immigrants then living in the United States. MIRA now has 150 institutional members ranging from social services agencies to community-based groups and works on the national political stage as well.

The Coalition's major accomplishments include advocating to secure \$37 million in annual state funding for immigrant-integration programs and

“The Boston Foundation has been a major partner in our work as a true collaborator in convening, leadership and vision.”

Eva Millona

helping to pass laws that restrict human trafficking, protect the rights of foreign-born defendants in the courts, require interpreters in hospital settings and restore state health benefits to 33,000 legal immigrants. MIRA co-authored the Commonwealth’s New Americans Agenda in 2009 and launched the New Americans Integration Institute in 2011. Most recently, MIRA advanced a national agenda that helped to inform the President’s 2014 executive actions on immigration. Over the years, the Boston Foundation has made more than \$1.5 million in grants to MIRA.

“The Boston Foundation has been a major partner in our work,” says MIRA Executive Director Eva Millona. “Not just in financial support but as a true collaborator in convening, leadership and vision.”

English for New Bostonians

English for New Bostonians’ mission is “to increase access to high-quality English language learning opportunities for immigrants.” It was founded in 2001 after discussions among the Mayor’s Office of New Bostonians, community and philanthropic leaders and the Boston Foundation, which made a \$100,000 grant to help start the new collaborative and has supported it with another \$2.1 million since.

“At the beginning, the goals were to increase the number of seats in English-language classes and improve quality and coordination,” says Executive Director Claudia Green. “They also wanted to build capacity in grassroots, immigrant-led organizations.”

Each year, English for New Bostonians makes grants to organizations that offer English for Speakers of Other Languages (ESOL) classes; provides staff professional development; and educates the public and policymakers about the need for ESOL. ENB also works with businesses that want to offer English classes in the workplace. “We keep the focus on access and quality because English is a critical tool for immigrant families to attain educational and economic success here in Massachusetts,” says Green.



English for New Bostonians expands access to English classes for immigrants.

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Urban Environment

Restored Waterways

Boston Harbor Cleanup

The transformation of the Harbor has sparked a waterfront renaissance.

“The litigation was extremely controversial. Nevertheless, the Boston Foundation helped fund our work from the start.”

Douglas Foy

In the early 1980s, Boston Harbor was the filthiest body of water in the nation. Billions of gallons of raw sewage were regularly pouring into the harbor from failed treatment plants, and no single government entity was taking responsibility or action.

In 1983, the Boston Foundation’s director, Geno Ballotti, became actively involved in the efforts to clean up the Harbor. His central role was later chronicled in a Duke University case study. The Foundation made an initial \$15,000 grant to the Conservation Law Foundation (CLF), which filed suits against state and federal agencies to force a cleanup. In 1985, the Foundation made another \$25,000 grant. “The litigation was very expensive,” former CLF Director Douglas Foy recalled. “It was also extremely controversial. Nevertheless, the Boston Foundation helped fund our work from the start. And it lent us its considerable support as a prestigious old Boston institution.”

That lawsuit and another filed by the City of Quincy sparked \$21 billion in public investments between 1987 and 2004, including a new treatment facility and other infrastructure that prompted *Civil Engineering* magazine to declare the cleanup one of 40 “landmarks in American civil engineering history,” along with the Hoover Dam.



Save the Harbor/Save the Bay

In 1986, four key players in the fight to clean up Boston Harbor formed Save the Harbor/Save the Bay. With a \$60,000 grant from the Boston Foundation, they set to work rallying citizen support for the cleanup of the nation’s dirtiest body of water.

The founders were Elizabeth Nicholson, a young mother from Brookline who thought her children should be able to swim at Boston's beaches, and three others: *Boston Globe* columnist Ian Menzies, Quincy city attorney Bill Golden and retired state judge Paul Garrity, the self-described state "Sludge Judge" who got the Legislature to create a new agency to oversee the restoration of the Harbor. Calling the polluted Harbor a "national disgrace," they set out to be "the region's leading voice for clean water and continued public investment" in the Harbor, the region's public beaches and the 34 Harbor Islands.

Early on, they adopted the Conservation Law Foundation's goal of a "swimmable" Harbor by 2000, which was achieved. Later, they led the effort to create the Boston Harbor Islands National Park, helped transform South Boston beaches into some of the cleanest urban beaches in the country and connected 90,000 underserved young people with the Harbor and the Islands through free educational programs and cruises. Since its initial investment, the Boston Foundation has made more than \$1 million in additional grants. According to the organization's president, Patty Foley, "The Boston Foundation's sustained support of our work to first save and now share Boston Harbor has helped us transform it from a 'harbor of shame' into a source of opportunity and pride for all Bostonians in just one generation."

Children plunge into the water at a Boston beach.



“The help from the Boston Foundation, both financially and as a place where civic entrepreneurship is encouraged and nurtured, was crucial.”

Renata von Tscharner

Charles River Conservancy

The Charles River Conservancy was founded in 2000 by urban planner Renata von Tscharner, who wanted to transform the state-owned parklands along the river into a world-class recreational area to be enjoyed by all. A \$25,000 grant from the Boston Foundation in 2001 made it possible for the new nonprofit to hire a program director and begin organizing volunteers to renew and maintain the parklands and advocate for more state funding to enhance them.

With continued Foundation support, amounting to more than \$300,000, the Conservancy also pushed to make the lower Charles River safe for swimming. It had been off limits since the 1950s when people became aware of how dangerously polluted it was, but in July 2013, the river was clean enough for eager swimmers to plunge off the docks on the Esplanade for a deep-water dip co-organized by the Conservancy, the Charles River Swimming Club and the state Department of Conservation and Recreation. Annual community swims take place, and the Conservancy is planning for a permanent swimming location on the river.

“The help from the Boston Foundation, both financially and as a place where civic entrepreneurship is encouraged and nurtured, was crucial,” says von Tscharner, President of the Conservancy. Other accomplishments include breaking ground on a \$4.5 million, 40,000-square-foot skateboard park beneath the ramps of the Zakim Bridge



Kayakers watch as swimmers jump into the once-filthy Charles River in 2014.

in East Cambridge. The Conservancy also advocated for the installation of underpasses for cyclists and runners on the pathways along the Boston side of the Charles. In 2014, state Department of Transportation Secretary Richard A. Davey announced that MassDOT would add a pedestrian underpass at the Anderson Memorial Bridge and additional underpasses at the Western Avenue and River Street bridges as they are restored.

Vital City Spaces

Faneuil Hall Marketplace



The restoration of Faneuil Hall Marketplace in the 1970s sparked the revitalization of downtown Boston.

All of these efforts amounted to what the *Boston Globe* dubbed a “parks turnaround” in the city.

In 1968, the Boston Foundation made a small but key grant providing funds for a feasibility study of “the restoration and future use of the handsome old buildings in the Faneuil Hall Market area,” which were decrepit, largely abandoned and slated for demolition. The wealthy merchant Peter Faneuil built the stately brick hall in 1742 and gave it to the city, and later expansions added three market buildings.

With a \$5,000 gift to Architectural Heritage, the Foundation provided half of the \$10,000 needed to match a Boston Redevelopment Authority grant

for the feasibility study, which determined that the Marketplace would be a good candidate for the kind of restoration that San Francisco’s Ghirardelli Square had undergone in the 1960s. No developer was interested in the project until Mayor Kevin White hired the highly regarded James Rouse to do the job. On the day the ribbon was cut in 1976, 100,000 people poured out of their offices to take a look, and 10 million visited the first year the complex was open. The Marketplace is now widely credited for sparking the revitalization of downtown Boston and has become a symbol of the urban renaissance of the last half-century.

Boston GreenSpace Alliance

In the wake of Proposition 2½ in the early 1980s, cuts in municipal spending left Boston’s Parks and Recreation Department with funding equivalent to its budget in 1912. Parks and playgrounds throughout the city deteriorated rapidly.

A Boston Foundation grant of \$45,000 in 1985 made it possible for a working group of concerned citizens from all sectors of city life to incorporate as a nonprofit and begin advocating for Boston’s parks and urban environment. They believed that well-maintained parks would contribute to a better quality

(Right) The Boston GreenSpace Alliance led to a turnaround for Boston's parks.

of life for all residents, and they had “rapid and early successes” by widely publicizing the plight of the parks and meeting directly with the Mayor. A new Parks Commissioner was appointed, the department’s operating budget was almost doubled and nearly \$100 million in capital improvements were made between 1987 and 1990. Following its initial investment, the Foundation made more than \$500,000 in grants to the Alliance, which was also active in another Boston Foundation initiative, the Carol R. Goldberg Seminars, which facilitated two years of dialogue about the future of the city’s parks and open spaces. The Seminars’ landmark publication *The Greening of Boston* was used by urban planners across the country for years. All of these efforts amounted to what the *Boston Globe* dubbed a “parks turnaround” in the city.

“I knew we desperately needed a sanctuary for the people in our city, especially the children.”

Anne Brooke

Boston Nature Center

When philanthropist and Boston Foundation donor Anne Brooke was asked to chair a major capital campaign for Mass Audubon in the 1980s, she said she would do it on one condition: the organization would open a nature center in Boston. “I pointed out that we were a statewide organization with no physical presence in Boston, and I knew we desperately needed a sanctuary for the people in our city, especially the children.”

Fortunately, the site of the old Boston State Hospital in Mattapan was

available, and Mass Audubon purchased it. A \$2 million grant from the city’s George Robert White Fund helped finance the construction of a “green” conservation center on the grounds. As the project moved forward, the Boston Foundation stepped up with a \$100,000 grant from the Permanent Fund for Boston.

Today, thousands of children and their families have access to a rich menu of programs at the sanctuary, which is home to more than 150 species of birds, 40 species of butterflies and more than 350 species of plants. The grounds feature a 14,000-square-foot natural play space for children and the Clark-Cooper Community Gardens, which provide food for 260 local families.





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Youth

Character Building and Mentoring

The Boys & Girls Clubs of Boston

“This grant catalyzed a profound, structural, permanent change.”

Fred Davis

The Boston Foundation helped put the “girls” in the Boys & Girls Clubs in 1972, when it made a \$300,000, three-year grant to the Boston Boys Club to reach out to “special categories of youth who lack opportunities for appealing programs.” These were children who spoke Chinese or Spanish at home or who lived in certain housing projects. And girls.

The Foundation had been funding the 79-year-old Boys Club for decades, “but this grant catalyzed a profound, structural, permanent change,” said Fred Davis, who was the club’s director at the time. “Although the money was substantial ... and clearly helped us to put new programming in place for girls, it was the Foundation’s imprimatur on our efforts that really made the difference.” Davis began admitting girls as members in 1973, and within five years, 30 percent of the children served by the Boston clubs were female.

In 1981, the club formally changed its name to the Boys & Girls Clubs of Boston and the national organization followed in 1990. Eleven clubhouses in Boston and Chelsea now serve 16,000 boys and girls ages 6 to 18. Nationally, the Boys & Girls Clubs serve nearly four million children and teens at 4,000 locations. The mission: “to help young people, especially those who need us most, build strong character and realize their full potential as responsible citizens and leaders.”

Partners for Youth with Disabilities

Regina Snowden never aspired to found a nonprofit, but she created Partners for Youth with Disabilities (PYD) in 1985 with a \$17,500 grant from the Boston Foundation and the desire to provide mentors and role models for kids excluded from traditional programs.

Since then, the Foundation has made more than \$1 million in grants to PYD, which serves more than 500 people each year through high-quality programs and services designed to empower people with disabilities ages 6 to 24 to reach their full potential.

(Right) A Boston Foundation grant prompted the Boston Boys Club to admit girls as members.





Inclusive programming is a hallmark of Partners for Youth with Disabilities.

Foundation grants totaling \$125,000 gave City Year a “real seal of approval” that helped it raise other funds.

Michael Brown

The organization’s Mentor Match program pairs clients with adult mentors who have a similar disability. “For these kids, it’s a wonderful, affirming thing to be meeting these mentors who are doing amazing things,” Snowden says, noting that when she began her work many young people with disabilities had never met an adult with a disability.

In addition to Mentor Match, PYD offers a Young Entrepreneurs Project for Boston Public Schools middle- and high-school youth with disabilities, an inclusive theater program and more. In 2006, Partners for Youth with Disabilities founded the National Center for Mentoring Youth with Disabilities, again with Boston

Foundation support, to offer customized inclusion training to youth-serving organizations throughout the country.

City Year

There’s a headline on City Year’s website that says, “The only thing worse than kids giving up on school is if we give up on them.” City Year exists to make sure that doesn’t happen.

The nonprofit places altruistic young volunteers in 250 high-need urban schools in 25 U.S. cities, where they provide extra support, encouragement, mentoring and afterschool programming to young people most at risk of dropping out. They work with teachers to implement proven strategies and best practices.

In 1990 and 1991, Boston Foundation grants totaling \$125,000 gave the fledgling nonprofit a “real seal of approval” that helped it raise other funds, recalls Michael Brown, who co-founded City Year with Alan Khazei to provide a general service corps of volunteers to nonprofits. “The idea of getting people involved through days of service was a little bit new then. We launched this as a little idea and the Foundation helped us scale it.” An additional \$630,000 in funding went to the organization during its formative years.

President Bill Clinton’s 1991 visit to City Year helped inspire him to create AmeriCorps. Since then, more than 900,000 young people have served through AmeriCorps, providing more than 1.2 billion hours of service to nonprofits, schools, community groups and other institutions.

Citizen Schools

Citizen Schools now serves thousands of low-income and minority students in Massachusetts and six other states.

Both City Year and Citizen Schools enrich the school day for low-income and at-risk students.

It's a simple concept: Expand the school day for low-income middle-school students, fill those hours with enrichment, mentoring and real-world learning projects and watch the achievement gap disappear.

That's the idea behind Citizen Schools, which was founded in 1995 by Eric Schwarz and Ned Rimer, former roommates at the University of Vermont who were alarmed by gang violence and failing public schools in Boston. Public middle schools that partner with Citizen Schools expand their day to 9 or 10 hours, giving kids in low-income communities the chance to "apprentice" with experts from local companies and firms and receive academic support from AmeriCorps Teaching Fellows.

"We're a leading force in the country for reimagining the school day," says Schwarz, noting that Citizen Schools now serves thousands of low-income and students of color in Massachusetts and six other states. "When you offer kids from low-income families the learning opportunities that kids from affluent families take for granted, you can narrow or sometimes reverse the achievement gap."

"A \$25,000 start-up grant in 1995 helped get other companies, individuals and foundations to take us seriously, even though we were a tiny start-up with very little track record," says Schwarz. "The Foundation has stayed with us and helped us in each stage of our work." More than \$700,000 has gone to the organization since its initial investment.



Peace and Safety

Boston TenPoint Coalition



Boston was able to achieve a period of calm and an approach to violence that came to be called “The Boston Miracle.”

Things have changed a lot since 1992, when gang and drug-related violence spilled into a funeral service at Morning Star Baptist Church in the Mattapan neighborhood of Boston. Clergy and lay leaders banded together to redirect the lives of at-risk black and Latino youth, and the Boston TenPoint Coalition was born.

With an early grant and steady support from the Boston Foundation, the Coalition began “to mobilize the Greater Boston community—and especially the Christian community—around the needs of high-risk and proven-risk

young people,” recalls Reverend Ray Hammond, board chair and one of the organization’s founders. Working with city officials, police, schools and many others, Boston was able to achieve a period of calm and an approach to violence that came to be called “The Boston Miracle.”

Now, almost 25 years later, the Coalition continues its work organizing youth and parents and intervening directly with troubled teens but it is evolving as an organization and is exploring a partnership with the Black Ministerial Alliance. Looking back, says Hammond, “Even in very resource-stressed and economically difficult times, we were able to continue to see lower numbers of shootings and deaths than anyone had hoped for. We’re quite a ways ahead of where we were at the beginning, both in terms of the things young people are doing to keep the peace and the breadth and durability of the collaborations around peace. There has been a sincere commitment from both mayors, our police commissioners and state officials. It’s come to be accepted that we ought to be working together.” Since its first grant, the Boston Foundation has provided close to \$1.5 million in funding to the Coalition.

Center for Teen Empowerment

Teen Empowerment is based on the belief that if you build the skills, hope and confidence of inner-city youth, they will become agents of positive change in their neighborhoods.

Decades ago, community organizer Stanley Pollack had an idea. What if you took at-risk teens and equipped them with the tools to solve their own problems?

That's exactly what he's been doing since 1992 through the Center for Teen Empowerment, which opened in the South End with support from the Boston Foundation and now operates in the Roxbury and Dorchester neighborhoods of Boston, in Somerville and in Rochester, New York. Each site hires 12 youth organizers a year to define the most critical problems facing their community, design an action strategy to have a positive impact on those issues and implement their plans to lower violence and crime while boosting youth involvement in civic life.

Teen Empowerment is based on the belief that if you build the skills, hope and confidence of inner-city young people, they will become agents of positive change in their neighborhoods. Over the years, Teen Empowerment youth have brokered peace talks among rival gangs, held peace summits for youth, and worked with police to resolve tensions and misunderstandings. Since its original \$25,000 grant in 1992, the Boston Foundation has made some \$800,000 in grants to the Center. "Twenty-two years after the Boston Foundation helped start this asset-based youth development strategy, the Center for Teen Empowerment continues to bring peace and hope to urban neighborhoods," says Pollack.

Teen Empowerment youth enlist their peers in finding solutions to problems.



Hyde Square Task Force

In the early 1990s, when the Hyde/Jackson Square neighborhood was labeled the cocaine capital of Boston, the Boston Foundation was one of a handful of foundations that decided to invest in the newly formed Hyde Square Task Force, a group of neighbors who had come together to deal with crime, violence, gangs and drug-ridden streets.



Hyde Square Task Force tutors and mentors help young people build the skills they need.

A \$12,500 grant in 1993 allowed the Task Force to hire a bilingual community organizer, and it has since grown into a \$2-million-a-year operation that works with more than 1,200 at-risk youth from Jamaica Plain, Roxbury and surrounding neighborhoods each year. Additional grants from the Foundation have totaled more than \$1.5 million. The goal? Give these young men and women—and their families—the skills they need to enhance their own lives and build a strong and vibrant urban community.

Teens enrolled in the youth community development programs receive a stipend to carry out projects and activities in the arts, education and civic engagement. All

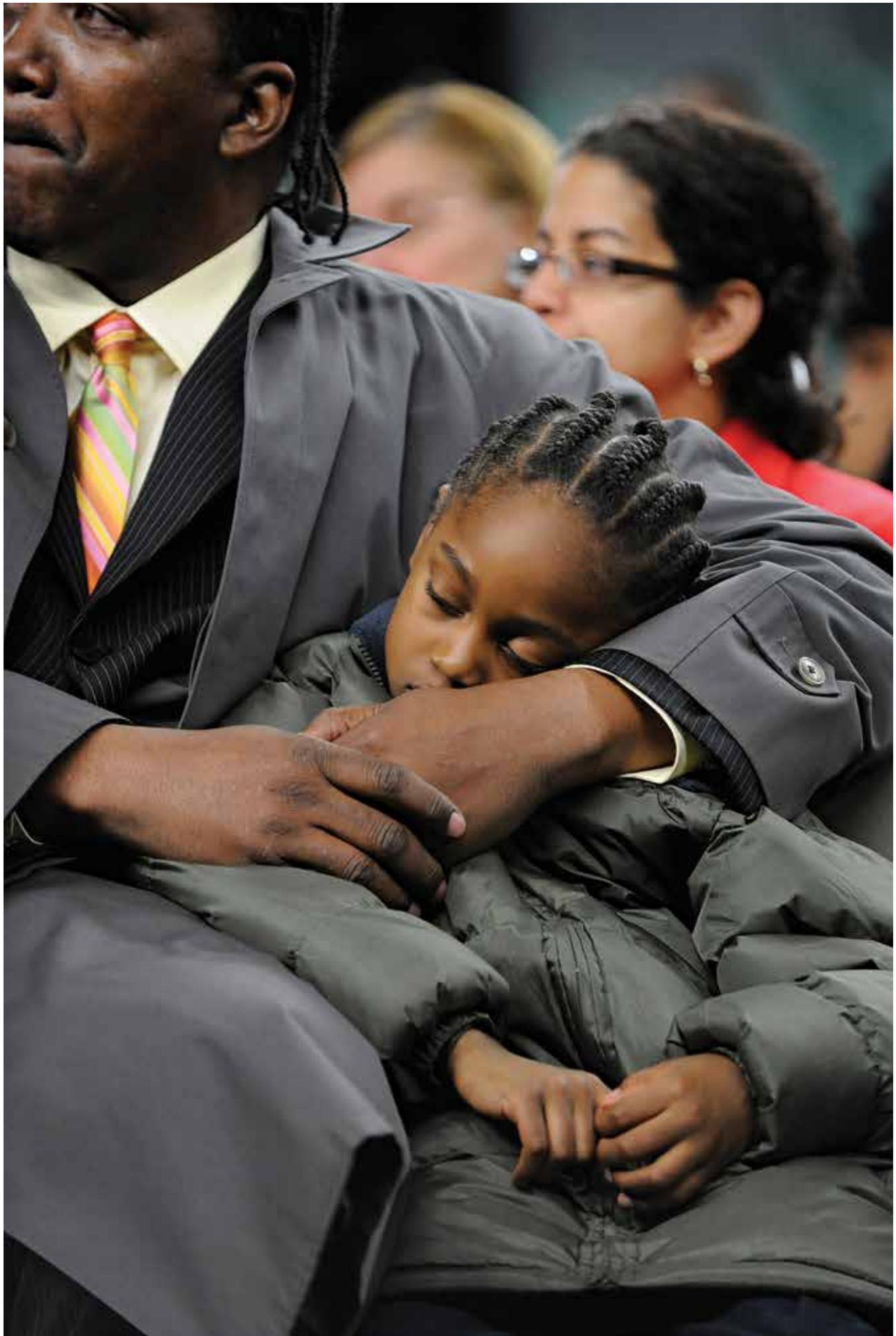
youth receive support from staff, volunteer tutors and mentors to improve their academic performance and prepare for college. For the past eight years, all of Hyde Square Task Force's seniors graduated from high school and enrolled in higher education, where the Task Force support continues.

StreetSafe Boston

Concerned about gun violence in the city's poorest neighborhoods, the Boston Foundation launched StreetSafe Boston in 2008 at the urging of its then Vice President for Program, Robert Lewis Jr., who had started the city's street worker program before moving to the Foundation. He wanted to form a partnership that would bring many sectors of the Boston community together to reduce youth violence in parts of the city disproportionately affected by high rates of violent crime.

The Boston Foundation pledged \$1 million a year for five years to the effort and partnered with the late Mayor Thomas M. Menino, the Boston Police

(Far right) A child dozes at the launch of StreetSafe Boston.



“For an organization that burst forth from ordinary people who endured so much and lost so much to become a community change maker is an amazing accomplishment.”

Monalisa Smith



Department and other civic leaders and organizations to intervene in five neighborhoods along a 3.4-square-mile stretch of Blue Hill Avenue in Roxbury, Dorchester and Mattapan.

It used street workers to engage with more than 400 gang members and other at-risk youth and steer them toward education, job training and other resources. Many have participated in academic and jobs programs or enrolled in college. In December 2014, StreetSafe merged with the city’s street worker program, with the Foundation pledging \$3.1 million to help underwrite it for three years.

“StreetSafe’s greatest contribution to Boston has been its extraordinary success in engaging proven at-risk individuals who would otherwise have been completely disconnected from the communities and all they have to offer,” says Boston Foundation President and CEO Paul S. Grogan.

Mothers for Justice and Equality

After her nephew was gunned down in Roxbury in 2010, bank executive Monalisa Smith vowed that things would change. With a \$5,000 grant and free office space from the Boston Foundation, she got to work organizing mothers whose children had been murdered on the streets of Boston. “I wanted to do something that was solution driven,” she recalls. “We needed to get people to feel, to understand the human toll to all of us.”

Since then, the Boston Foundation has given more than \$200,000 to the organization. Members of Mothers for Justice and Equality have worked tirelessly against violence through meetings with public officials, educational programs and outreach to families whose children were killed. The nonprofit now has 800 members and a Civic Leadership Academy that equips mothers to be catalysts for change in their homes and in their neighborhoods. It also trains inner-city youth in grades 8-12 through its Junior Advocates program and is planning to help other cities replicate its model.

“For an organization that burst forth from ordinary people who endured so much and lost so much to become a community change maker is an amazing accomplishment for us, for the Boston Foundation and for the city,” says Ms. Smith, President and CEO. “We are especially proud of the leadership we have shown, the way we have raised awareness of the human toll of violence, and the capacity we have created in families to lead productive and sustainable lives after unspeakable loss.”



WriteBoston believes writing is the key to learning.

Skills Development

WriteBoston

WriteBoston promotes deep learning through writing, and in the 12 years since its founding, it has reached 15,000 teachers and students at 24 schools in Boston and beyond.

It does this through intensive professional development for teachers, school-based writing coaches, in-school writing centers, the citywide youth newspaper Boston Teens in Print (TiP), a summer journalism program, and Teen Voices Rising, a media empowerment and writing program for girls.

“When we began in 2002 as a mayoral initiative to improve the writing skills of Boston middle- and high-school students, we had just two staff members and

More Than Words is a way to give teens who need it “an opportunity, high expectations, the sense that they matter and real authentic skills.”

Jodi Rosenbaum

A More than Words trainee gives the thumbs-up.



limited programs, but the Boston Foundation saw our promise and potential and made an initial grant of \$100,000 the first year,” says Executive Director Betty Southwick. The Foundation made some \$289,000 in additional grants to the program. “Since then, we’ve become an independent nonprofit,” adds Southwick, “and have achieved striking results with both teachers and students in all kinds of schools in Boston and beyond.”

More Than Words, Boston

More Than Words is more than a bookstore and café. It’s a way to give teens who need it “an opportunity, high expectations, the sense that they matter and real authentic skills,” says CEO Jodi Rosenbaum.

It began on Moody Street in suburban Waltham in 2004 as an online bookselling training program for teens who were in foster care, court-involved, out of school or homeless.

In 2009, when the nonprofit wanted to grow and replicate its model, Boston Foundation program officers became “real champions,” Ms. Rosenbaum recalls. One of them would “open doors left and right just to help us as we searched for the right space. She was putting in time thinking about how to help us, not just

how to fund us. There was all this support before we actually submitted a letter of intent.”

The Foundation made a \$75,000 grant in January 2011, and More Than Words opened its warehouse bookstore at 242 East Berkeley Street in Boston that fall. Some \$135,000 in additional support has been granted by the Foundation. Now the organization serves more than 200 youth each year, paying them as they learn customer service, sell books and coffee and run an online operation that generates some \$500,000 in revenue each year. The bottom line? Helping young people get a GED or diploma and plan for future education or work.

The BASE uses sports to transform young lives.



The BASE

Robert Lewis Jr. founded The BASE, an inner-city baseball and education program for boys ages 13-19 that leverages the power of sports to transform lives. Each year, The BASE serves about 400 mostly black and Latino student athletes from its new complex in Roxbury, complete with indoor batting cages and a computer lab. It provides student athletes not only with baseball training and the chance to compete, but with academic tutoring, medical and dental care and preparation for jobs and college. Its motto: "Success Lives Here."

The BASE builds upon the Boston Astros baseball team, which Lewis helped to found in the South End in 1970s as a way to give city kids the chance to engage in healthy competition and athletic activity. It also incorporates a former Boston Foundation program, CHAMPS (Coaches Helping Athletes through Mentoring and Positive Sports), a youth development initiative that trained hundreds of volunteer coaches to provide caring, focused leadership to the children on their teams.

The Boston Foundation supported The BASE with a \$230,000 grant in 2013 and since then has also provided substantial operating and program support. "It's leaders like the Boston Foundation," says Lewis, "that provide the resources for us to develop winners both on and off the field."

Acknowledgments

When Paul Grogan took the reins of the venerable Boston Foundation in 2001, as its new President and CEO, he was curious about the impact it had had over its then 85-year history, leading him to ask writer Patricia Brady to conduct research into the topic. With guidance from Bob Wadsworth, a long-time program officer for the Foundation, Patricia unearthed a treasure trove of information, which she presented in a detailed background paper and a publication titled *There at the Beginning*.

In late 2001, Mary Jo Meisner joined the Foundation as Vice President for Communications, Community Relations and Public Affairs, and decided that the “There at the Beginning” theme was so illuminating that it should be a major component of all of the Foundation’s communications efforts going forward. Another publication by Patricia about early donors followed, as well as three publications by Senior Director of Marketing and Publications Barbara Hindley, who also has written “There at the Beginning” stories for all of the Foundation’s newsletters since 2002.

While planning ways to honor the Boston Foundation’s 100th Anniversary, Mary Jo decided that the whole story should be told in a Centennial book. Included here are updates on the stories in the earlier publications as well as a number of new stories researched and written by Communications Manager Kathleen Clute.

This book would not exist without Boston Foundation staff members, past and present, who have welcomed forward-thinking people to the Foundation and chosen to invest in their great ideas. Thanks to our current Program Department staff, especially Corey Davis, who tirelessly and graciously plumbed our records for information about grants, Geeta Pradhan, who shared her extensive knowledge, Elizabeth Pauley and Lynette Best, who researched our investments in Education, and Allison Bauer, Damon Cox and Rebecca Koepnick, who provided information about their sectors. Thanks to Keith Mahoney, Senior

Director of Public Affairs, who advised on policy work, Charlotte Kahn, who recalled the creation of the Boston Indicators Project, and Jessica Martin, current Director of the Project.

Kudos to designer Kate Canfield, whose talents make this book a visual feast, and to photographer Richard Howard, whose skill and humanity shine from many of its pages.

Finally, we thank the staff and leadership of the nonprofits described here. They generously took the time to update us on their work, tell us stories about the early days and share photographs that illuminate the difference they are making in our community. Boston is a better city because of their dedication and commitment.

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